

RECRUITER JOURNAL

The Army's professional recruiting publication since 1919

Volume 42, Issue 10

Celebrating its 70th anniversary

May 26, 1989

New film portrays real-life DPR

The first in a series of training films on leadership and management skills is scheduled for release to the field in late June.

According to SFC Patricia Conway, Training Division, Recruiting Operations, the sales/video training teams developed and produced their first video for the *Station Commanders in Action* film series. "Leadership and management abilities are key success ingredients for any commander," Conway said.

The first video focuses on the daily performance review. It introduces three new types of DPR. "They allow station commanders more flexibility by showing commanders ways to tailor DPR to individual recruiter needs," she said. "We wanted to start with DPR because this is where the station commander establishes command and control of his or her recruiting station.

"Without an effective DPR, accomplishing mission box may be sporadic—we are all striving for consistent mission box success," the training NCO said.

Leadership and training are emphasized throughout the video because they are essential to a good DPR. "As the leader, you should be in control of DPR. You must set the standard, then enforce the standard. As the primary trainer of your recruiter, DPR is where you identify most of your recruiters' training needs," Conway explained.

Analyzing the processing list, a major portion of the

DPR video, should be a real help especially to newly assigned station commanders, according to Conway. Each block of the processing list is discussed in a real-life, one-on-one training situation (a battalion RTNCO training a station commander) and emphasizes a positive training experience.

"Portraying real-life situations seems to work well, so an actual DPR is demonstrated showing an intermediate DPR from beginning to end," Conway said. "The highlight of this segment depicts the station commander with his recruiter during DPR and the station commander on the road observing and training also. That's why the title of the series is *Station Commanders in Action*," she explained.

The new DPR video replaces the training segment *Station Commander Interface* now in the field. "I think station commanders will find the new DPR video informative, up-to-date and a positive training experience. The film is targeted to station commanders and future station commanders," she said.

With the fielding of new JOIN throughout the command, recruiters and station commanders may expect new training packages. According to Conway, future projects are already being developed with the ultimate goal of establishing an effective video training library designed to keep "station commanders in action." ■



SSG Frank Sanchez and James Bauer pose after Bauer's graduation ceremony from Olde Mill High School. Bauer, the son of Betty Grossberg, public affairs specialist for 1st Brigade, joined to be an armorer at Fort Ord, Calif. Sanchez, station commander at Glen Burnie, Baltimore Battalion, emphasizes face-to-face prospecting as an important tool in making mission. For more on finding the Army's future talent, see page 4. (Photo by Betty Grossberg)

Talent Search

Inside Information:

Going Home
An Old Guard infantryman first new HRAP volunteer

3

Reader Survey
Results of the recent survey point paper in right direction

6

Ideal Recruiter
Jordan impresses CO as recruiters' recruiter

7

New criteria set for popular CSA awards

This June marks the beginning of the 7th cycle of the Chief of Staff of the Army (CSA) Recruiter of Excellence Association Award Program. The incentive program, begun in 1984, has remained popular and effective. Except for minor changes in the eligibility criteria, the program will run the same course this year.

The criteria for winning the CSA award for the cycle from June through September, 1989, are the toughest yet.

- Regular Army and USAR recruiters—mission box plus 200 percent GSA.
- Regular Army and USAR nurse recruiters—mission box plus 150 percent packet mission.
- Limited production station commanders—station mission box plus 150 percent GSA (RA and USAR).
- Company commanders, first sergeants and recruits training NCOs—company mission box plus 120 percent GSA (RA and USAR).

The award for a first time winner is a CSA tie tack and certificate.

Repeat winners from previous fiscal year programs will receive the CSA tie tack and certificate plus a signed photograph of the CSA, and a letter from the CG.

A study of GSA production-and DEP loss during the 1987 CSA cycle made by USAREC's Program Analysis and Evaluation Directorate in 1987 showed that the presence of the CSA Club was a significant incentive to recruiters overall.

Increased production among actual club members was statistically obvious. Less obvious but significant was the slight increase among non-winners during the same time frame. For each winner who actually received an award there were hundreds who almost made it and contributed to the increase in overall production.

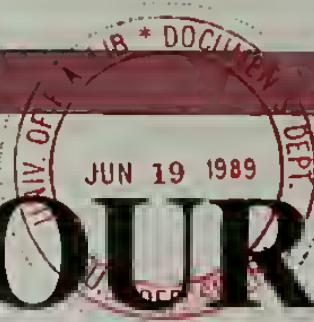
As a result of these findings another supplemental award, formerly called the CG Supplemental Award and since renamed the CG Recruiter of Excellence Association, was instituted to run concurrently with the CSA awards cycle.

CG award criteria for June through September FY 1989 include:

- Regular Army and USAR recruiters — mission box plus 160 percent of assigned GSA mission.
- Regular Army and USAR nurse recruiters — mission box plus 120 percent of assigned packet mission.
- Limited production station commanders — net mission box plus 130 percent of assigned GSA mission.
- Company commanders, first sergeants and recruits training NCOs whose companies achieve net mission box plus 110 percent GSA mission for both their RA and USAR mission.

Winners of the CG Recruiter of Excellence Association will receive a USAREC Certificate of Achievement.

Both awards are also available to recruiters in the Transitional Training and Evaluation program who are on full production in RSM June and meet the criteria. ■



RECRUITER JOURNAL

The Army's professional recruiting publication since 1919.

Volume 42, Issue 10

Celebrating its 70th anniversary

May 26, 1989

New film portrays real-life DPR

The first in a series of training films on leadership and management skills is scheduled for release to the field in late June.

According to SFC Patricia Conway, Training Division, Recruiting Operations, the sales/video training teams developed and produced their first video for the *Station Commanders in Action* film series. "Leadership and management abilities are key success ingredients for any commander," Conway said.

The first video focuses on the daily performance review. It introduces three new types of DPR. "They allow station commanders more flexibility by showing commanders ways to tailor DPR to individual recruiter needs," she said. "We wanted to start with DPR because this is where the station commander establishes command and control of his or her recruiting station.

"Without an effective DPR, accomplishing mission box may be sporadic—we are all striving for consistent mission box success," the training NCO said.

Leadership and training are emphasized throughout the video because they are essential to a good DPR. "As the leader, you should be in control of DPR. You must set the standard, then enforce the standard. As the primary trainer of your recruiter, DPR is where you identify most of your recruiters' training needs," Conway explained.

Analyzing the processing list, a major portion of the

DPR video, should be a real help especially to newly assigned station commanders, according to Conway. Each block of the processing list is discussed in a real-life, one-on-one training situation (a battalion RTNCO training a station commander) and emphasizes a positive training experience.

"Portraying real-life situations seems to work well, so an actual DPR is demonstrated showing an intermediate DPR from beginning to end," Conway said. "The highlight of this segment depicts the station commander with his recruiter during DPR and the station commander on the road observing and training also. That's why the title of the series is *Station Commanders in Action*," she explained.

The new DPR video replaces the training segment *Station Commander Interface* now in the field. "I think station commanders will find the new DPR video informative, up-to-date and a positive training experience. The film is targeted to station commanders and future station commanders," she said.

With the fielding of new JOIN throughout the command, recruiters and station commanders may expect new training packages. According to Conway, future projects are already being developed with the ultimate goal of establishing an effective video training library designed to keep "station commanders in action." ■



Talent Search

SSG Frank Sanchez and James Bauer pose after Bauer's graduation ceremony from Olde Mill High School. Bauer, the son of Betty Grossberg, public affairs specialist for 1st Brigade, joined to be an arborist at Fort Ord, Calif. Sanchez, station commander at Glen Burnie, Baltimore Battalion, emphasizes face-to-face prospecting as an important tool in making mission. For more on finding the Army's future talent, see page 4. (Photo by Betty Grossberg)

Inside Information:

Going Home

An Old Guard infantryman first new HRAP volunteer

3

Reader Survey

Results of the recent survey point paper in right direction

6

Ideal Recruiter

Jordan impresses CO as recruiters' recruiter

7

This June marks the beginning of the 7th cycle of the Chief of Staff of the Army (CSA) Recruiter of Excellence Association Award Program. The incentive program, begun in 1984, has remained popular and effective. Except for minor changes in the eligibility criteria, the program will run the same course this year.

The criteria for winning the CSA award for the cycle from June through September, 1989, are the toughest yet:

- Regular Army and USAR recruiters—mission box plus 200 percent GSA.
- Regular Army and USAR nurse recruiters—mission box plus 150 percent packet mission.
- Limited production station commanders—station mission box plus 150 percent GSA (RA and USAR).
- Company commanders, first sergeants and recruiter training NCOs—company mission box plus 120 percent GSA (RA and USAR).

The award for a first time winner is a CSA tie tack and certificate.

Repeat winners from previous fiscal year programs will receive the CSA tie tack and certificate plus a signed photograph of the CSA, and a letter from the CG.

A study of GSA production and DEP loss during the 1987 CSA cycle made by USAREC's Program Analysis and Evaluation Directorate in 1987 showed that the presence of the CSA Club was a significant incentive to recruiters overall.

Increased production among actual club members was statistically obvious. Less obvious but significant was the slight increase among non-winners during the same time-frame. For each winner who actually received an award, there were hundreds who almost made it and contributed to the increase in overall production.

As a result of these findings another supplemental award, formerly called the CG Supplemental Award and since renamed the CG Recruiter of Excellence Association, was instituted to run concurrently with the CSA awards cycle.

CG award criteria for June through September FY 1989 include:

- Regular Army and USAR recruiters — mission box plus 160 percent of assigned GSA mission.
- Regular Army and USAR nurse recruiters — mission box plus 120 percent of assigned packet mission.
- Limited production station commanders — net mission box plus 130 percent of assigned GSA mission.
- Company commanders, first sergeants and recruiter training NCOs whose companies achieve net mission box plus 110 percent GSA mission for both their RA and USAR mission.

Winners of the CG Recruiter of Excellence Association will receive a USAREC Certificate of Achievement.

Both awards are also available to recruiters in the Transitional Training and Evaluation program who are on full production in RSM June and meet the criteria. ■



SFC Curt W. Jones
Gold Badge Recruiter
Pomona (Calif.) Recruiting Station
Los Angeles Battalion

I feel that the Army Reserve is a great program for young people who need some extra money for bills or for college. It's easy to stay motivated when I know I have a great product to offer.

Question: **How do you keep yourself motivated?**



SFC Daniel L. Hansen
Gold Badge Station Commander
Portage (Ind.) Recruiting Station
Peoria Battalion

Each individual is different. Personally, I review my weekly or monthly goals and try to assess what part of those goals I can accomplish today. Self-motivation is an ongoing process. There are numerous daily situations that may adversely affect your motivation. You have to key in on positive things and they will generally take care of the negative. There's always someone in a less desirable situation. Give 'em a hand; it's always a pick-me-up no matter how difficult things are.



SFC Antonio Ayala Jr.
Gold Badge Station Commander
Hollywood (Fla.) Recruiting Station
Miami Battalion

I'm naturally energized with enthusiasm because I believe in what I do. I maintain my energy level by frequently making changes within my immediate environment. I don't keep a routine because routines get old. I treat recruiting like department stores treat their sales. Every month there is a reason and a purpose for joining the Army. Lastly, my "destiny" is to be successful.



SSG Earl C. Clow
Gold Badge Station Commander
Houma (La.) Recruiting Station
New Orleans Battalion

I get satisfaction from helping future soldiers get their initial start. In the four years I have spent in recruiting, I've yet to have one person come back and tell me they haven't benefited from the experience. A review of some of the cards and letters from those I've put in the Army is probably one of the biggest motivators I have to keep myself at peak out here in recruiting.

Command Call



MG Thomas P. Carney and CSM Raymon P. White. (Photo by SGT Victor Dunker)

Don't Confront Them

Question: Some anti-military people have been putting their literature in our RPI rack at my high school. What should I do?

CSM White: Remove it and tell the principal. Don't confront them. That's what they want. If someone wants publicity at your expense, the smartest thing you can do is deny them that publicity.

Prospect Outside Box

Question: Why am I required to prospect outside my mission box? If I don't have a mission for a woman, why do I have to work the female market?

MG Carney: Three reasons: If you don't stay active in the female market, it will be difficult to work when you do have a mission requirement. The female mission is very high this year. And the processing cycle for women is not as predictable as it is for men. You can't rely on T-2 and so on. Stay with it.

Offering Incentives

Question: Why have we started offering incentives to IIIBs?

CSM White: Until recently, all our incentives were for IIIA grads. That strategy has served us well in this decade. But, the Army needs lots of IIIBs too, and we couldn't offer them anything except the basic Montgomery GI Bill and skill training. In today's

competitive environment for young people, we needed more. So we began offering pinpoint station of choice assignments for IIIBs in certain MOSS, enlistment bonuses in over 45 MOSS and a \$1,500 IIIB early shipper bonus. That should help you.

Recruiters Catch On

Question: I find that the DEP E-2 promotion incentive has really worked well for me. I wish other recruiters would catch on.

MG Carney: So do I. Try this. Take out a pay chart and show your DEPs how much they'll make as an E-1 under four months. Then show them how much an E-2 under two years makes. That's a difference of \$137.40 per month. That should raise a few eyebrows.

See You Later

Question: For my company training, they brought us together, slipped in the Willis tapes and said "See you later." Isn't something missing here?

CSM White: There sure is. That's not the way it's done. The tapes are in segments so that specific training needs can be addressed. Someone has to facilitate; that's a training word for start a discussion about what people learned from the tape. Let's do our training the right way.

RECRUITER JOURNAL

The Army's professional recruiting publication since 1919

MG Thomas P. Carney
Commanding General

LTC John F. Cullen
Chief, Public Affairs

Barbara Sorensen
Editor

Christine Parker
Diane Richardson
Assistant Editors

Dorothy Reed
Editorial Assistant

Subscriptions are available free but must be requested in writing in order to be honored. Send requests to the address given below.

POSTMASTER — Send address changes to: Commander, U.S. Army Recruiting Command, ATTN: USARCCS-CPA, Building 103, Fort Sheridan IL 60037-6020.

SUBMISSIONS AND SUBSCRIPTIONS:

Material submitted for publication is subject to staff editing. Credit will be given for articles and photographs published.

DEADLINES — All submissions are due on the first and fifteenth days of each month.

The *Recruiter Journal* (USPS 305-870) is an official publication authorized by Army Regulation 360-81 and published on the second and fourth Fridays of each recruit ship month by the Public Affairs Office, U.S. Army Recruiting Command personnel Views Fort Sheridan IL 60037-6020. Approximately 16,000 copies are produced each issue by offset printing. Second class postage paid at Highland Park, Ill., and additional mailing offices. This publication is produced for U.S. Army recruiting Command personnel Views and opinions expressed are not necessarily those of the Department of the Army.

Command Call



MG Thomas P. Carney and CSM Raymon P. White. (Photo by SGT Victor Dunker)

SFC Curt W. Jones
Gold Badge Recruiter
Pomona (Calif.) Recruiting Station
Los Angeles Battalion

I feel that the Army Reserve is a great program for young people who need some extra money for bills or for college. It's easy to stay motivated when I know I have a great product to offer.

Question: How do you keep yourself motivated?



SFC Daniel L. Hansen
Gold Badge Station Commander
Portage (Ind.) Recruiting Station
Peoria Battalion

Each individual is different. Personally, I review my weekly or monthly goals and try to assess what part of those goals I can accomplish today. Self-motivation is an ongoing process. There are numerous daily situations that may adversely affect your motivation. You have to key in on positive things and they will generally take care of the negative. There's always someone in a less desirable situation. Give 'em a hand; it's always a pick-me-up no matter how difficult things are.



SFC Antonio Ayala Jr.
Gold Badge Station Commander
Hollywood (Fla.) Recruiting Station
Miami Battalion

I naturally energized with enthusiasm because I believe in what I do. I maintain my energy level by frequently making changes within my immediate environment. I don't keep a routine because routines get old. I treat recruiting like department stores treat their sales. Every month there is a reason and a purpose for joining the Army. Lastly, my "destiny" is to be successful.



SSG Earl C. Clow
Gold Badge Station Commander
Houma (La.) Recruiting Station
New Orleans Battalion

I get satisfaction from helping future soldiers get their initial start. In the four years I have spent in recruiting, I've yet to have one person come back and tell me they haven't benefited from the experience. A review of some of the cards and letters from those I've put in the Army is probably one of the biggest motivators I have to keep myself at peak out here in recruiting.

Don't Confront Them

Question: Some anti-military people have been putting their literature in our RPI rack at my high school. What should I do?

CSM White: Remove it and tell the principal. Don't confront them. That's what they want. If someone wants publicity at your expense, the smartest thing you can do is deny them that publicity.

Prospect Outside Box

Question: Why am I required to prospect outside my mission box? If I don't have a mission for a woman, why do I have to work the female market?

MG Carney: Three reasons: If you don't stay active in the female market, it will be difficult to work when you do have a mission requirement. The female market is very high this year. And the processing cycle for women is not as predictable as it is for men. You can't rely on T-2 and so on. Stay with it.

Offering Incentives

Question: Why have we started offering incentives to IIIBs?

CSM White: Until recently, all our incentives were for IIIA grads. That strategy has served us well in this decade. But, the Army needs lots of IIIBs too, and we couldn't offer them anything except the basic Montgomery GI Bill and skill training. In today's

competitive environment for young people, we needed more. So we began offering pinpoint station of choice assignments for IIIBs in certain MOSs, enlistment bonuses in over 45 MOSs and a \$1,500 IIIB early shipper bonus. That should help you.

Recruiters Catch On

Question: I find that the DEP E-2 promotion incentive has really worked well for me. I wish other recruiters would catch on.

MG Carney: So do I. Try this. Take out a pay chart and show your DEPs how much they'll make as an E-1 under four months. Then show them how much an E-2 under two years makes. That's a difference of \$137.40 per month. That should raise a few eyebrows.

See You Later

Question: For my company training, they brought us together, slipped in the Willis tapes and said "See you later." Isn't something missing here?

CSM White: There sure is. That's not the way it's done. The tapes are in segments so that specific training needs can be addressed. Someone has to facilitate; that's a training word for start a discussion about what people learned from the tape. Let's do our training the right way.

RECRUITER JOURNAL

The Army's professional recruiting publication since 1919.

MG Thomas P. Carney
Commanding General

LTC John F. Cullen
Chief, Public Affairs

Barbara Sorensen
Editor

Christine Parker
Diane Richardson
Assistant Editors

Dorothy Reed
Editorial Assistant

Subscriptions are available free but must be requested in writing in order to be honored. Send requests to the address given below.

POSTMASTER — Send address changes to: Commander, U.S. Army Recruiting Command, ATTN: USARCCS-CPA, Building 103, Fort Sheridan IL 60037-6020.

SUBMISSIONS AND SUBSCRIPTIONS:

Material submitted for publication is subject to staff editing. Credit will be given for articles and photographs published.

DEADLINES — All submissions are due on the first and fifteenth days of each month.

The Recruiter Journal (USPS 305-870) is an official publication authorized by Army Regulation 360-81 and published on the second and fourth Fridays of each recruit ship month by the Public Affairs Office, U.S. Army Recruiting Command personnel. Views Fort Sheridan IL 60037-6020. Approximately 16,000 copies are produced each issue by offset printing. Second class postage paid at Highland Park, Ill., and additional mailing offices. This publication is produced for U.S. Army recruiting Command personnel. Views and opinions expressed are not necessarily those of the Department of the Army.

Referral program starts

In the business of building futures, recruiters often comment that turning away unqualified prospects is one of the most unpleasant aspects of their job. Fourth Brigade recruiters, for the next few months, however, are getting the chance to send many unqualified applicants away with more than a "thank you and send me your friends."

Under a six-month pilot program that began May 1, the 4th Brigade and the Region V Job Corps have entered into a joint referral program—meant to produce quality referrals for both parties—according to Recruiting Operations, USAREC.

The agreement requires the brigade to refer disqualified Army applicants to Job Corps agencies located within the region. In turn, the Job Corps will encourage the referrals from the Army to enter the Job Corps programs to acquire the necessary training to meet Army enlistment standards. Upon completion of the Job Corps' prescribed training, corps members will be referred back to the local Army recruiter for possible enlistment.

USAREC benefits from this agreement by having the opportunity to reconsider previously disqualified applicants, in addition to prospecting other interested and qualified applicants referred by the Job Corps.

The joint program will focus on Army applicants disqualified for not meeting weight standards, not

Corps members will be referred back to the local Army recruiter

scoring high enough on the Armed Services Vocational Aptitude Battery and on applicants disqualified for substance abuse.

The Job Corps, a government-funded vocational training and basic education program, will use substance intervention, weight reduction and basic skills development programs already in place to help disqualified Army applicants.

Under the agreement, however, Job Corps must ensure that participating corps members are not misled to believe they will automatically be eligible for Army enlistment upon completion of the remedial programs.

The program actively begins as recruiters discuss local Job Corps opportunities with disqualified Army applicants. Recruiters recommend that applicants consider enrolling in the Job Corps as a viable skill acquisition and training option. Interested applicants are given Job Corps pre-addressed referral tear cards to complete. The card is mailed by the local recruiting station.

The command has provided the Region V Job Corps with Army occupational and enlistment qualification information to help Job Corps agencies refer only qualified applicants to local Army recruiters. The Job Corps will refer not only previously disqualified applicants who have gone through remedial training, but also other interested corps members.

The Job Corps has surveyed their population and started referring interested and qualified prospects to Army recruiters since the program began May 1.

The Job Corps and its contracted placement agencies have agreed to actively encourage corps members to consider the Army as a career option. Job Corps placement agencies offer space for Army promotional displays and allow recruiters space to interview prospects.

USAREC's advertising directorate and the Region V Job Corps are producing an informational brochure to be given by recruiters to disqualified applicants. The brochure will promote the "partnership" between the Army and Job Corps.

A reporting system within the 4th Brigade will be used to evaluate the pilot program for possible command-wide implementation. The pilot program will run through Oct. 31, 1989.

Old Guard 11B goes home on new HRAP

The first soldier to take part in the Army's new Hometown Recruiter Assistance Program is a member of the Old Guard in Fort Meyer, Va. PFC Patrick B. Mahnke returned to his hometown of Painesville, Ohio, shortly after winning the Military District of Washington Soldier of the Quarter competition.

Mahnke read about the Army's new HRAP in the *Army Times*. After winning the 3rd U.S. Infantry Division soldier of the month and quarter competitions, his platoon sergeant encouraged him to take part in the program. "I didn't think it was going to be this hard," Mahnke said after getting a brief taste of recruiting.

"People reacted well to my coming home in uniform," said Mahnke. He got a lot of stares and even a whistle. Mahnke has contacted about 10 people and has six or seven more appointments. "I think it's a great program, and I'm trying to get some positive results," he said.

"A lot of my old classmates have 'cold feet.' They're satisfied doing what they're doing. But, I have a couple of positive leads going, and I'm talking to them."

"I ask them what they want in the future. Usually, they say college. So I tell them to consider the Army as a big college. I explain that they'll learn more and more about their MOS and that the harder they work the more they will earn. I tell them about the good times, but I also tell them that it's not easy," Mahnke said.

Mahnke, an 11B, joined the Army to avoid working nine to five in a machine shop, to earn money for college and to travel.

The original HRAP was discontinued in 1986 because of lack of funding. That HRAP, similar to those conducted in the other services, sent new soldiers fresh from basic training and AIT back to their hometowns to act as recruiter aides. During this time they worked with the local recruiter in or near their hometown, contacting high school graduates, those about to graduate and other potential candidates.

The new HRAP will last a maximum of 16 days, compared to the old HRAP which lasted up to 45 days. The new length of HRAP is similar to the Navy's "no-cost" program, which is voluntary and lasts only 12 days. The Navy's program grants administrative leave to the hometown recruiters' aides and does not pay for any costs incurred by the service member.

In order to take part in the Army's new HRAP, soldiers must have gone before a board and won soldier of the month, quarter or cycle. They must have won at battalion level or higher and they must have won within the last six months. Soldiers must also be 25 years old or younger to participate in the new HRAP.

A blitz pushes recruiters to the brink

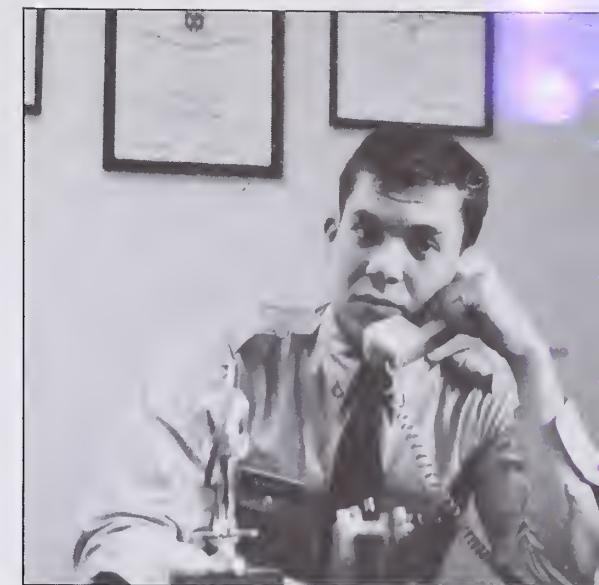
CSM Ron Banks, 5th Brigade

The cyclical end-of-month blitz pushes many battalions to the brink at the close of every recruit-month. We can end this seemingly perpetual problem.

At every level, standards are not enforced and this causes the last-minute surge. We don't really start to pick up the pace until the third week, and then we go like crazy. At the end of the recruiting month, we have a tendency to step back to catch our breath.

We're guilty of doing very little prospecting the first week. We think about it the second week. And we start getting serious the third week. Then, here comes that hectic fourth week once again.

Until we say to ourselves, "We are going to enforce



PFC Patrick B. Mahnke (Photo by Perry Edelbergs)

The program is voluntary and all expenses are incurred by the soldier. Therefore, participants are not "missioned," they need only work 24 hours a week as they may request to return to their parent unit at any time.

USAREC's Chief of Staff COL Frank S. Reed stipulated that recruiter aides will not serve as "gophers." They shouldn't be doing tasks such as police checks or driving applicants to the MEPS. They're there to assist the recruiters solely in identifying contacts.

According to USAREC Recruiting Operations, the theory behind HRAP is that a "hometown boy" is in

'I didn't think it was going to be this hard—a lot of my old classmates have cold feet'

powerful position to recruit his own classmates and neighbors. He has credibility, trust and contacts. When on temporary duty recruiter aides are directed to:

- Contact old classmates
- Visit 2- and 4-year colleges for lists of students from their old high school
- Attend homecomings and class reunions in uniform
- Talk to parents, businesses and community leaders about the Army
- Visit old teachers, coaches and administrators in their old high school to obtain leads on new seniors as well as graduated classmates
- Wear the uniform to as many events as possible

SSG Michael Wolf, a recruiter in Painesville, thinks Mahnke is doing well. Wolf, who was also a hometown recruiter shortly after his basic training, thinks it's an outstanding program. "It's a good asset to recruiters to have someone young who can talk face-to-face with applicants," he said.

the standards every day of the work week and every day of the recruiting month," we will always be in this mode.

We simply must retrain ourselves to enforce the standards from day one of the recruiting month. And, yes, it is possible to remain in a front-load mode, with static making mission by the third week of the month. This gives them the rest of that month to work toward the next one. Done consistently, the quality of life here would be tremendous.

Unfortunately, most of our young recruiters have never been exposed to the front-load mode consistently. They don't know how much better it can be. Once we get them front loaded, making mission box by around the 18th of every month, it will become a quick habit. It works, but it takes a revamp of the mind set. Do it early and do it that end-of-month blitz.

Referral program starts

In the business of building futures, recruiters often comment that turning away unqualified prospects is one of the most unpleasant aspects of their job. Fourth Brigade recruiters, for the next few months, however, are getting the chance to send many unqualified applicants away with more than a "thank you and send me your friends."

Under a six-month pilot program that began May 1, the 4th Brigade and the Region V Job Corps have entered into a joint referral program—meant to produce quality referrals for both parties—according to Recruiting Operations, USAREC.

The agreement requires the brigade to refer disqualified Army applicants to Job Corps agencies located within the region. In turn, the Job Corps will encourage the referrals from the Army to enter the Job Corps programs to acquire the necessary training to meet Army enlistment standards. Upon completion of the Job Corps' prescribed training, corps members will be referred back to the local Army recruiter for possible enlistment.

USAREC benefits from this agreement by having the opportunity to reconsider previously disqualified applicants, in addition to prospecting other interested and qualified applicants referred by the Job Corps.

The joint program will focus on Army applicants disqualified for not meeting weight standards, not

Corps members will be referred back to the local Army recruiter

scoring high enough on the Armed Services Vocational Aptitude Battery and on applicants disqualified for substance abuse.

The Job Corps, a government-funded vocational training and basic education program, will use substance intervention, weight reduction and basic skills development programs already in place to help disqualified Army applicants.

Under the agreement, however, Job Corps must ensure that participating corps members are not misled to believe they will automatically be eligible for Army enlistment upon completion of the remedial programs.

The program actively begins as recruiters discuss local Job Corps opportunities with disqualified Army applicants. Recruiters recommend that applicants consider enrolling in the Job Corps as a viable skill acquisition and training option. Interested applicants are given Job Corps pre-addressed referral tear cards to complete. The card is mailed by the local recruiting station.

The command has provided the Region V Job Corps with Army occupational and enlistment qualification information to help Job Corps agencies refer only qualified applicants to local Army recruiters. The Job Corps will refer not only previously disqualified applicants who have gone through remedial training, but also other interested corps members.

The Job Corps has surveyed their population and started referring interested and qualified prospects to Army recruiters since the program began May 1.

The Job Corps and its contracted placement agencies have agreed to actively encourage corps members to consider the Army as a career option. Job Corps placement agencies offer space for Army promotional displays and allow recruiters space to interview prospects.

USAREC's advertising directorate and the Region V Job Corps are producing an informational brochure to be given by recruiters to disqualified applicants. The brochure will promote the "partnership" between the Army and Job Corps.

A reporting system within the 4th Brigade will be used to evaluate the pilot program for possible command-wide implementation. The pilot program will run through Oct. 31, 1989.

Old Guard 11B goes home on new HRAP

The first soldier to take part in the Army's new Hometown Recruiter Assistance Program is a member of the Old Guard in Fort Meyer, Va. PFC Patrick B. Mahnke returned to his hometown of Painesville, Ohio, shortly after winning the Military District of Washington Soldier of the Quarter competition.

Mahnke read about the Army's new HRAP in the *Army Times*. After winning the 3rd U.S. Infantry Division soldier of the month and quarter competitions, his platoon sergeant encouraged him to take part in the program. "I didn't think it was going to be this hard," Mahnke said after getting a brief taste of recruiting.

"People reacted well to my coming home in uniform," said Mahnke. He got a lot of stares and even a whistle. Mahnke has contacted about 10 people and has six or seven more appointments. "I think it's a great program, and I'm trying to get some positive results," he said.

"A lot of my old classmates have 'cold feet.' They're satisfied doing what they're doing. But, I have a couple of positive leads going, and I'm talking to them."

"I ask them what they want in the future. Usually, they say college. So I tell them to consider the Army as a big college. I explain that they'll learn more and more about their MOS and that the harder they work the more they will earn. I tell them about the good times, but I also tell them that it's not easy," Mahnke said.

Mahnke, an 11B, joined the Army to avoid working nine to five in a machine shop, to earn money for college and to travel.

The original HRAP was discontinued in 1986 because of lack of funding. That HRAP, similar to those conducted in the other services, sent new soldiers fresh from basic training and AIT back to their hometowns to act as recruiter aides. During this time they worked with the local recruiter in or near their hometown, contacting high school graduates, those about to graduate and other potential candidates.

The new HRAP will last a maximum of 16 days, compared to the old HRAP which lasted up to 45 days. The new length of HRAP is similar to the Navy's "no-cost" program, which is voluntary and lasts only 12 days. The Navy's program grants administrative leave to the hometown recruiters' aides and does not pay for any costs incurred by the service member.

In order to take part in the Army's new HRAP, soldiers must have gone before a board and won soldier of the month, quarter or cycle. They must have won at battalion level or higher and they must have won within the last six months. Soldiers must also be 25 years old or younger to participate in the new HRAP.

A blitz pushes recruiters to the brink

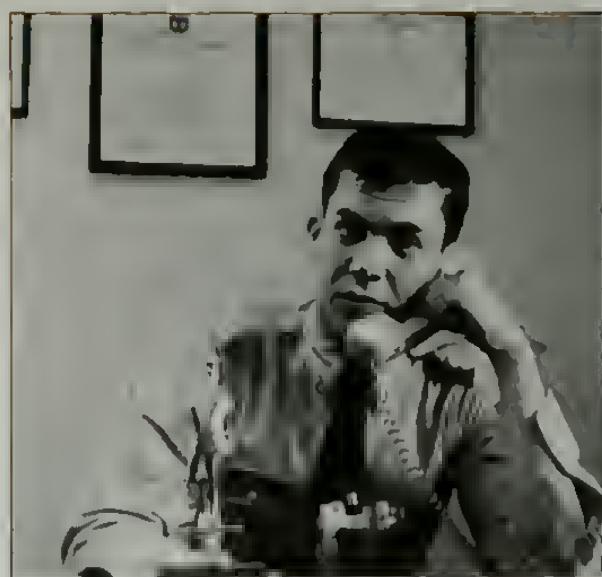
CSM Ron Banks, 5th Brigade

The cyclical end-of-month blitz pushes many battalions to the brink at the close of every recruit-ship month. We can end this seemingly perpetual problem.

At every level, standards are not enforced and this causes the last-minute surge. We don't really start to pick up the pace until the third week, and then we go like crazy. At the end of the recruiting month, we have a tendency to step back to catch our breath.

We're guilty of doing very little prospecting the first week. We think about it the second week. And we start getting serious the third week. Then, here comes that hectic fourth week once again.

Until we say to ourselves, "We are going to enforce



PFC Patrick B. Mahnke (Photo by Perry Edelbergs)

The program is voluntary and all expenses are incurred by the soldier. Therefore, participants are not "missioned," they need only work 24 hours a week and they may request to return to their parent unit at any time.

USAREC's Chief of Staff COL Frank S. Reece stipulated that recruiter aides will not serve as "gophers." They shouldn't be doing tasks such as police checks or driving applicants to the MEPS. They're there to assist the recruiters solely in identifying contacts.

According to USAREC Recruiting Operations, the theory behind HRAP is that a "hometown boy" is in a

'I didn't think it was going to be this hard—a lot of my old classmates have cold feet'

powerful position to recruit his own classmates and neighbors. He has credibility, trust and contacts. While on temporary duty recruiter aides are directed to:

- Contact old classmates
- Visit 2- and 4-year colleges for lists of students from their old high school
- Attend homecomings and class reunions in uniform
- Talk to parents, businesses and community leaders about the Army
- Visit old teachers, coaches and administrators in the high school to obtain leads on new seniors as well as graduated classmates
- Wear the uniform to as many events as possible

SSG Michael Wolf, a recruiter in Painesville, thinks Mahnke is doing well. Wolf, who was also a hometown recruiter shortly after his basic training, thinks it's an outstanding program. "It's a good asset to recruiters to have someone young who can talk face-to-face with and relate to applicants," he said.

the standards every day of the work week and every day of the recruiting month," we will always be in this mode.

We simply must retrain ourselves to enforce those standards from day one of the recruiting month. And, yes, it is possible to remain in a front-load mode, with stations making mission by the third week of the month. This gives them the rest of that month to work toward the next one. Done consistently, the quality of life here would be tremendous.

Unfortunately, most of our young recruiters have never been exposed to the front-load mode consistently. They don't know how much better it can be. Once we get them front loaded, making mission box by around the 18th of every month, it will become a quick habit. It works, but it takes a revamp of the mind set. Do it early and stop that end-of-month blitz.

Star Search

ALL-STAR
SPECIALS

Class of '89
Put 'em in boots

starring
Face-to-face
prospecting

produced by
Pre-call plan

co-produced by
Prospect lists

directed by
Your sales message

Last night was a rough one! It took until 8:30 in the evening to make three appointments. I spent six hours telephone canvassing yesterday. And to get that last appointment, I really had to stretch. That guy wasn't interested in talking to me about the Army, but I forced him to make the appointment. I hope he doesn't cancel or just not show.

Well, that was yesterday; today's a new day. It's already 9 a.m. and I've had several cups of coffee. My station commander will want to do my DPR in a few minutes so I had better get my stuff together. I need to look at my time management plan for today, since I was too tired to look at it last night.

There's nothing scheduled except the one appointment that will probably cancel. No problem, I'll fix it. From 8 to 10 a.m., I'll put down "admin time and DPR," from 10 a.m. to noon, "telephone canvassing," noon to 1 p.m., "lunch," 1 to 3 p.m., "face-to-face prospecting," and from 3 to 6 p.m., I'll do more telephone prospecting. That will satisfy the station commander and I'll figure out what I'm going to do later.

CSM Raymond P. White

How often have you done that? How often does your daily plan look like that? You're only sure of two things—telephone prospecting and conducting appointments for the day.

This is not an article about time management. You've already heard, "manage your time, don't let your time manage you." That's true, but I want to discuss prospecting—one of the important things you do.

If you've fallen into the trap of doing only two things every day—making appointments on the telephone and conducting them—you're already in trouble. And hoping for a walk-in isn't going to get you out of trouble.

To get out of trouble, recognize the problem and begin prospecting with a plan. Well-planned prospecting will increase the quantity and quality of prospects moving through your sales cycle and your daily plan will evolve naturally in the process.

While no one can argue that the telephone is one of the most valuable tools you have, where does all this emphasis on telephone prospecting leave face-to-face prospecting? Is face-to-face prospecting becoming a lost art? Is it used only by the infamous "hip pocket" recruiter of days past? Or can it be a tool that any recruiter can use to generate leads, get contracts and make mission box?

How much true face-to-face prospecting are you doing and how many contracts result from it? If the answer is "not much" and "not many," it leads to only one conclusion. You need to re-evaluate your prospecting plan and techniques.

To get contracts with face-to-face prospecting, plan it and do it. And have a measurable objective. What measurement? The contracts written as a result of face-to-face prospecting. Any other measurement of success wrongly places the emphasis. Appointments made and conducted just to satisfy PMS requirements are a waste of time. The focus must be on the contract.

I've outlined a "precall plan" to face-to-face prospecting. I specifically address high school diploma graduate (HSDG) prospecting, but it can easily be adapted to any mission box category. Use this to make a checklist of significant points for your own precall plan.

Follow same steps

The precall plan for face-to-face prospecting follows the same steps as the precall plan for telephone prospecting outlined in USAREC Pam 350-7, para 6-5. However, what you do in each step is different. Following are those steps:

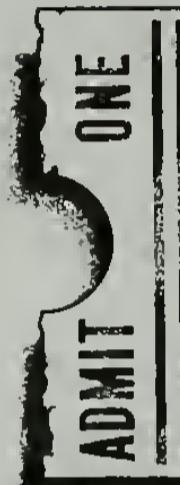
- Develop a list of prospects
- Prepare an opening statement
- Prepare your sales message
- Prepare your close to get the appointment

Let's take each step and look at what can be preplanned to make the actual face-to-face call as effective as possible.

Develop a list of prospects

Developing a list of prospects, the first step in the precall plan, takes your creative imagination since no one knows your recruiting area as well as you do. But, try brainstorming this step with your station commander for an added point of view. Then come up with specific objectives.

Consider which prospects you can visit at home (housecalls), where your HSDG males "hang out," where



Identify
'hot spot'
what time
are hot

advertising can be posted in your area and who can give you leads.

Who to visit at home? Try some of the REACTS, ones without phone numbers, those you haven't been able to contact by phone, or prospects on the grad LRL who haven't been contacted by phone.

If the react or LRL is a rural route, look in the phone book, check the cross directory or go by the post office and ask for the location of the house. If they're not at home, ask where they're working or going to school and, if possible, try there.

Set a reasonable objective (perhaps 8 to 10 housecalls daily) and stick to it unless absolutely impossible. Don't give up until you find them.

Market "hang outs"

Explore your area; identify the "hot spots" and what time they are hot. Work it into your schedule to visit one "hot spot" each day at the appropriate time. Try some of the following areas: athletic events, shopping centers, fast food restaurants, arcades, beaches, college and local libraries, bookstores, sporting goods stores, employment agencies, service stations, craft shops, computer stores and clubs, YMCA/YWCA, parks and lakes.

Though it may take time to identify productive areas, start now and stick with it. Post advertising and RPIs in all of the hot spots and make a note in your planning guide on where and how many RPIs you posted. (It's even a good idea to keep a large index card with a list of locations you posted with RPIs, posters or take-one racks and the last time you resupplied them.) Check back to see how many were taken and you will have an idea of which areas are the most active and potentially the most productive. Increase your visits to those places.

Who can provide you with leads?

Again, you're limited only by your imagination. Learn as much as possible about the people in your area. How many go to college? How many work? How many are in vocational school? Screen the LRL to find out what seniors do after graduating from high school.

Ask yourself who else can give you leads. Consider the following sources, but continue to ask yourself, "who else?" Try colleges, business schools, vocational schools, service industries, unemployment offices and other service recruiters.

In colleges, set up displays at the student centers. Get a stop-out list, work with the placement director, advertise for OCS/WOFT with fliers before your scheduled visit

Star Search

ALL-STAR
SPECIALS

Class of '89
Put 'em in boots

starring
Face-to-face
prospecting

produced by
Pre-call plan

co-produced by
Prospect lists

directed by
Your sales message

Last night was a rough one! It took until 8:30 in the evening to make three appointments. I spent six hours telephone canvassing yesterday. And to get that last appointment, I really had to stretch. That guy wasn't interested in talking to me about the Army, but I forced him to make the appointment. I hope he doesn't cancel or just not show.

Well, that was yesterday; today's a new day. It's already 9 a.m. and I've had several cups of coffee. My station commander will want to do my DPR in a few minutes so I had better get my stuff together. I need to look at my time management plan for today, since I was too tired to look at it last night.

There's nothing scheduled except the one appointment that will probably cancel. No problem, I'll fix it. From 8 to 10 a.m., I'll put down "admin time and DPR," from 10 a.m. to noon, "telephone canvassing," noon to 1 p.m., "lunch," 1 to 3 p.m., "face-to-face prospecting," and from 3 to 6 p.m., I'll do more telephone prospecting. That will satisfy the station commander and I'll figure out what I'm going to do later.

CSM Raymond P. White

How often have you done that? How often does your daily plan look like that? You're only sure of two things—telephone prospecting and conducting appointments for the day.

This is not an article about time management. You've already heard, "manage your time, don't let your time manage you." That's true, but I want to discuss prospecting—one of the important things you do.

If you've fallen into the trap of doing only two things every day—making appointments on the telephone and conducting them—you're already in trouble. And hoping for a walk-in isn't going to get you out of trouble.

To get out of trouble, recognize the problem and begin prospecting with a plan. Well-planned prospecting will increase the quantity and quality of prospects moving through your sales cycle and your daily plan will evolve naturally in the process.

While no one can argue that the telephone is one of the most valuable tools you have, where does all this emphasis on telephone prospecting leave face-to-face prospecting? Is face-to-face prospecting becoming a lost art? Is it used only by the infamous "hip pocket" recruiter of days past? Or can it be a tool that any recruiter can use to generate leads, get contracts and make mission box?

How much true face-to-face prospecting are you doing and how many contracts result from it? If the answer is "not much" and "not many," it leads to only one conclusion. You need to re-evaluate your prospecting plan and techniques.

To get contracts with face-to-face prospecting, plan it and do it. And have a measurable objective. What measurement? The contracts written as a result of face-to-face prospecting. Any other measurement of success wrongly places the emphasis. Appointments made and conducted just to satisfy PMS requirements are a waste of time. The focus must be on the contract.

I've outlined a "precall plan" to face-to-face prospecting. I specifically address high school diploma graduate (HSDG) prospecting, but it can easily be adapted to any mission box category. Use this to make a checklist of significant points for your own precall plan.

Follow same steps

The precall plan for face-to-face prospecting follows the same steps as the precall plan for telephone prospecting outlined in USAREC Pam 350-7, para 6-5. However, what you do in each step is different. Following are those steps:

- Develop a list of prospects
- Prepare an opening statement
- Prepare your sales message
- Prepare your close to get the appointment

Let's take each step and look at what can be preplanned to make the actual face-to-face call as effective as possible.

Develop a list of prospects

Developing a list of prospects, the first step in the precall plan, takes your creative imagination since no one knows your recruiting area as well as you do. But, try brainstorming this step with your station commander for an added point of view. Then come up with specific objectives.

Consider which prospects you can visit at home (housecalls), where your HSDG males "hang out," where



Identify the
'hot spots'
what time
are hot

advertising can be posted in your area and who can give you leads.

Who to visit at home? Try some of the REACTS, ones without phone numbers, those you haven't been able to contact by phone, or prospects on the grad LRL who haven't been contacted by phone.

If the react or LRL is a rural route, look in the phone book, check the cross directory or go by the post office and ask for the location of the house. If they're not at home, ask where they're working or going to school and, if possible, try there.

Set a reasonable objective (perhaps 8 to 10 housecalls daily) and stick to it unless absolutely impossible. Don't give up until you find them.

Market "hang outs"

Explore your area; identify the "hot spots" and what time they are hot. Work it into your schedule to visit one "hot spot" each day at the appropriate time. Try some of the following areas: athletic events, shopping centers, fast food restaurants, arcades, beaches, college and local libraries, bookstores, sporting goods stores, employment agencies, service stations, craft shops, computer stores and clubs, YMCA/YWCA, parks and lakes.

Though it may take time to identify productive areas, start now and stick with it. Post advertising and RPIs in all of the hot spots and make a note in your planning guide on where and how many RPIs you posted. (It's even a good idea to keep a large index card with a list of locations you posted with RPIs, posters or take-one racks and the last time you resupplied them.) Check back to see how many were taken and you will have an idea of which areas are the most active and potentially the most productive. Increase your visits to those places.

Who can provide you with leads?

Again, you're limited only by your imagination. Learn as much as possible about the people in your area. How many go to college? How many work? How many are in vocational school? Screen the LRL to find out what seniors do after graduating from high school.

Ask yourself who else can give you leads. Consider the following sources, but continue to ask yourself, "who else?" Try colleges, business schools, vocational schools, service industries, unemployment offices and other service recruiters.

In colleges, set up displays at the student centers. Get a stop-out list, work with the placement director, advertise for OCS/WOFT with fliers before your scheduled visit

Where do recruiters find the Army's future talent?

and take the new JOIN. Most colleges have a career fair. Most placement directors happily accept military recruiters. (Be prepared to discuss loan repayment, OCS, WOFT, CAS, MOS, etc.) Ask your company commander and battalion staff officers to attend with you. When working schools, always coordinate with placement directors who are responsible for finding employment for their graduates.

Junior colleges, business schools and vo-tech schools are prospected like high schools. Develop COIs. Give class presentations. Go after both government sponsored and private vo-techs. Consider beauty, cook, mechanic,

COI/VIP to lunch or coffee—sell yourself and your support will be unlimited.

It's not a bad idea to consider optimum times for everyone you are meeting. If you're going to go face-to-face in a shopping mall during which you would like to approach employers/employees of the different businesses, don't go during their busy hours. On the other hand, if your primary focus will be customers, you would want to go during the busiest times. But be especially careful that you are not interfering with the conduct of business.

When cold housecalling, some recruiters claim success going to the house next door to the lead's address before calling on the lead. Here they ask for the lead and get a conversation going to blueprint the lead. They often find a viable lead living next door. So one call can be parlayed into gaining access to more than one lead while blueprinting the original lead.

Anticipate every need

Anticipate every need that may occur while out face-to-face prospecting. Develop a kit of what you need. As a minimum, take: street maps, LRL (so you can annotate results of housecalls), planning guide, 200 cards, sales book, EST, REACTs, business cards, pen and paper. Paper means your written plan of attack with the list of stops, RPIs (specific to the nature of the calls), door hangers (to leave on doors when a lead is not home), and give-aways (if available).

Consider the weather when making your precall plan. During severe weather, business may be slow and that might be a good time to call on COI/VIPs, store employers/employees in malls or other business locations. Or perhaps through blueprinting or LRLs you may know where some of the prospects are working and you can go by their job location and see them.

Prepare an opening statement

What's a precall plan without a prepared opening statement? You must gain the attention of the lead and create enough interest that they want to hear more. The key is to know what you're going to say when the door is answered or as you approach the COI/VIP. Have several different opening statements to use and practice them with fellow recruiters or your station commander and first sergeant. Ask them how they would open the conversation.

Try this: The lead answers the door and you introduce yourself and the U.S. Army. You may say, "John, I understand you graduated from Chicago High School last year, is that right? The Army is looking for bright high school graduates like yourself who are looking to get ahead in life. I'd like a few minutes of your time to explain how the Army can help you while you help your country."

Try this for a COI/VIP: "Sir, I'm Sergeant Turnbell, a soldier in the United States Army. My job is to encourage young men and women to enlist into the Army and serve our country, and we would like to ask your help."

Try this when parents answer the door and the lead is not home: Identify yourself and congratulate the parent in raising such a fine son or daughter and tell them you want to discuss ways their child can get ahead while

serving their country. Ask when the lead will be home and tell them you'll be waiting for his call. (Be sure you are in the office at the time you expect his call.)

Prepare an opening statement, practice it, use it—works, practice it again and again. While it may sound canned to you, it won't to them. They've never heard it before. Be creative in your opening statement to gain their attention, then ask for their time.

Prepare your sales message

After you have the opening statement polished, prepare your sales message. Prepare several tailored sales messages.

If an HSDG tells you, "I'm looking for a job." Reply, "Joe, that's exactly what I came to see you about to do. I can show you how to get a good paying job with specific benefits, planning for the future while getting training and having some adventures all at the same time."

If another HSDG tells you, "I'm trying (or going) to college." Reply, "Joe, that's exactly why I came to see you today. I have some material here that describes how you can get over \$25,000 for college from the Army. Here, let me show you how it works."

If a parent answers the door, your lead is not home. If the parent says Joe is out looking for a job, reply, "Madam (madam), I may be able to offer Joe a great opportunity. Joe needs to talk to me about his future and I can show him how he can get guaranteed skill training and a full-time job. I will be back at whatever time you think is convenient to talk with Joe."

Remember, sell only the appointment. Don't unload your whole pitch on the doorstep. Sell only yourself. What's necessary to gain the appointment. You need the person's total attention and the proper atmosphere to present your sales presentation. Be prepared to adjust your schedule depending upon what the prospect says. The prospect may want to conduct the appointment now or later, but do it quickly and ensure you qualify before leaving.

Close for appointment

Preparing your close to get the appointment is the final step in developing a precall plan. Be prepared to conduct the appointment immediately and know in your own mind when "you" want to schedule the appointment.

Have your planning guide with you. Use the two-column close. Determine transportation needs and ask for a referral.

Precall plans, well developed, mean more appointments that lead to contracts. Make a checklist from the hints and tips offered here and use it. Plan your prospecting and conduct your prospecting thoroughly and make your mission.

Face-to-face prospecting is like fishing, you either know where the best places are to go and how to go, or you waste most out of your time or you can "troll" by wandering around aimlessly without a specific objective or hope of "snagging" someone.

If you have a specific plan that has been successful, share it with us, but above all, share it with your fellow NCOs and recruiters so that we may all enjoy success.

computer schools and all other similar vo-tech schools. (Look in the yellow pages for a listing of these schools.)

Many of your recent grads are in entry-level positions in service industries—fast food, shopping malls and gas stations. Develop managers into COIs. Visit these managers, introduce yourself and ask for their support by allowing you to leave an RPI rack or poster in their store. Don't think you must go there on the pretense of eating or getting gas; go to see the manager. Ask for names, addresses and telephone numbers of applicants the manager hasn't hired.

Establish rapport with unemployment officers. Ask to set up displays and take-one racks. Work leads and report the disposition back to the unemployment office.

Develop COIs. Simply put, win the hearts and minds of your community. How? Use your battalion commander, executive officer, S-3, company commander, A&PA chief and yourself to conduct presentations to civic organizations in your community. These organizations are filled with community leaders who sit on city councils, school boards and faculties.

This is a step in developing trust and goodwill within the community. Call it your COI program or civil-affairs program—win their support. These organizations—Jaycees, Lions, Kiwanis, Rotary, VFW, American Legion, chamber of commerce and others—are always looking for great speakers.

Follow up on RA and Reserve enlistees who are back from their individual training and ask for referrals. Most return excited and enthusiastic about their enlistment and training. They make great COIs. Remember, service what you sell!

Map out your plan

Your next step is to map out your plan. Use a street map to conserve time and energy. Cluster your calls in an area to make a maximum number of calls in a minimum amount of time. Actually map it out call by call. Consider how these fit into the scheme of your day's plan. Schedule appointments before and after your allotted face-to-face prospecting time.

Remember to develop your prospecting list, keeping in mind the best time for seeing applicants and visiting merchants or COIs.

If it's a visit to a COI/VIP businessman, don't expect him to be in the office before or after normal business hours and don't spend too much time if you are hitting him at the height of his busy day. Sometimes ask the



Is it used only by the infamous 'hip pocket' recruiter of days past?



Where do recruiters find the Army's future talent?

and take the new JOIN. Most colleges have a career fair. Most placement directors happily accept military recruiters. (Be prepared to discuss loan repayment, OCS, WOFT, CAS, MOS, etc.) Ask your company commander and battalion staff officers to attend with you. When working schools, always coordinate with placement directors who are responsible for finding employment for their graduates.

Junior colleges, business schools and vo-tech schools are prospected like high schools. Develop COIs. Give class presentations. Go after both government sponsored and private vo-techs. Consider beauty, cook, mechanic,

COI/VIP to lunch or coffee—sell yourself and your support will be unlimited.

It's not a bad idea to consider optimum times for everyone you are meeting. If you're going to go face-to-face in a shopping mall during which you would like to approach employers/employees of the different businesses, don't go during their busy hours. On the other hand, if your primary focus will be customers, you would want to go during the busiest times. But be especially careful that you are not interfering with the conduct of business.

When cold housecalling, some recruiters claim success going to the house next door to the lead's address before calling on the lead. Here they ask for the lead and get a conversation going to blueprint the lead. They often find a viable lead living next door. So one call can be parlayed into gaining access to more than one lead while blueprinting the original lead.

Anticipate every need

Anticipate every need that may occur while out face-to-face prospecting. Develop a kit of what you need. As a minimum, take: street maps, LRL (so you can annotate results of housecalls), planning guide, 200 cards, sales book, EST, REACTs, business cards, pen and paper. Paper means your written plan of attack with the list of stops, RPIs (specific to the nature of the calls), door hangers (to leave on doors when a lead is not home), and give-aways (if available).

Consider the weather when making your precall plan. During severe weather, business may be slow and that might be a good time to call on COI/VIPs, store employers/employees in malls or other business locations. Or perhaps through blueprinting or LRLs you may know where some of the prospects are working and you can go by their job location and see them.

Prepare an opening statement

What's a precall plan without a prepared opening statement? You must gain the attention of the lead and create enough interest that they want to hear more. The key is to know what you're going to say when the door is answered or as you approach the COI/VIP. Have several different opening statements to use and practice them with fellow recruiters or your station commander and first sergeant. Ask them how they would open the conversation.

Try this: The lead answers the door and you introduce yourself and the U.S. Army. You may say, "John, I understand you graduated from Chicago High School last year, is that right? The Army is looking for bright high school graduates like yourself who are looking to get ahead in life. I'd like a few minutes of your time to explain how the Army can help you while you help your country."

Try this for a COI/VIP: "Sir, I'm Sergeant Turnbell, a soldier in the United States Army. My job is to encourage young men and women to enlist into the Army and serve our country, and we would like to ask your help."

Try this when parents answer the door and the lead is not home: Identify yourself and congratulate the parent in raising such a fine son or daughter and tell them you want to discuss ways their child can get ahead while

serving their country. Ask when the lead will be home and tell them you'll be waiting for his call. (Be sure you are in the office at the time you expect his call.)

Prepare an opening statement, practice it, use it—if it works, practice it again and again. While it may sound canned to you, it won't to them. They've never heard it before. Be creative in your opening statement to gain their attention, then ask for their time.

Prepare your sales message

After you have the opening statement polished, prepare your sales message. Prepare several tailored sales messages.

If an HSDG tells you, "I'm looking for a job." Reply, "Joe, that's exactly what I came to see you about today. I can show you how to get a good paying job with special benefits, planning for the future while getting training and having some adventures all at the same time."

If another HSDG tells you, "I'm trying (or going) to college." Reply, "Joe, that's exactly why I came to see you today. I have some material here that describes how you can get over \$25,000 for college from the Army. Here, let me show you how it works."

If a parent answers the door, your lead is not home and the parent says Joe is out looking for a job, reply, "Sir (madam), I may be able to offer Joe a great opportunity. Joe needs to talk to me about his future and I can show him how he can get guaranteed skill training and a full-time job. I will be back at whatever time you think is best to talk with Joe."

Remember, sell only the appointment. Don't unload your whole pitch on the doorstep. Sell only yourself and what's necessary to gain the appointment. You need the person's total attention and the proper atmosphere to present your sales presentation. Be prepared to adjust your schedule depending upon what the prospect says. The prospect may want to conduct the appointment now or later, but do it quickly and ensure you prequalify before leaving.

Close for appointment

Preparing your close to get the appointment is the final step in developing a precall plan. Be prepared to conduct the appointment immediately and know in your own mind when "you" want to schedule the appointment.

Have your planning guide with you. Use the two-choice close. Determine transportation needs and ask for a referral.

Precall plans, well developed, mean more appointments that lead to contracts. Make a checklist from the hints and tips offered here and use it. Plan your prospecting, conduct your prospecting thoroughly and make the mission.

Face-to-face prospecting is like fishing, you either know where the best places are to go and how to get the most out of your time or you can "troll" by wandering around aimlessly without a specific objective or plan, hoping to "snag" someone.

If you have a specific plan that has been successful, share it with us, but above all, share it with your fellow NCOs and recruiters so that we may all enjoy your success.

computer schools and all other similar vo-tech schools. (Look in the yellow pages for a listing of these schools.)

Many of your recent grads are in entry-level positions in service industries—fast food, shopping malls and gas stations. Develop managers into COIs. Visit these managers, introduce yourself and ask for their support by allowing you to leave an RPI rack or poster in their store. Don't think you must go there on the pretense of eating or getting gas; go to see the manager. Ask for names, addresses and telephone numbers of applicants the manager hasn't hired.

Establish rapport with unemployment officers. Ask to set up displays and take-one racks. Work leads and report the disposition back to the unemployment office.

Develop COIs. Simply put, win the hearts and minds of your community. How? Use your battalion commander, executive officer, S-3, company commander, A&PA chief and yourself to conduct presentations to civic organizations in your community. These organizations are filled with community leaders who sit on city councils, school boards and faculties.

This is a step in developing trust and goodwill within the community. Call it your COI program or civil-affairs program—win their support. These organizations—Jaycess, Lions, Kiwanis, Rotary, VFW, American Legion, chamber of commerce and others—are always looking for great speakers.

Follow up on RA and Reserve enlistees who are back from their individual training and ask for referrals. Most return excited and enthusiastic about their enlistment and training. They make great COIs. Remember, service what you sell!

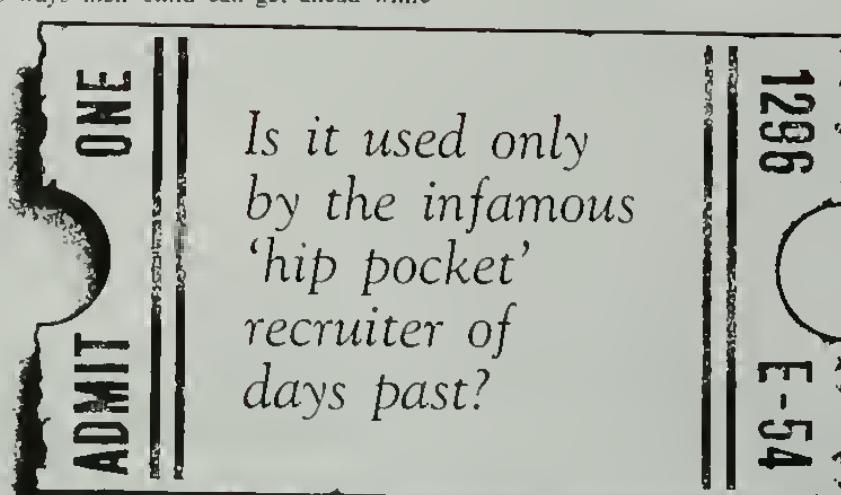
Map out your plan

Your next step is to map out your plan. Use a street map to conserve time and energy. Cluster your calls in an area to make a maximum number of calls in a minimum amount of time. Actually map it out call by call. Consider how these fit into the scheme of your day's plan. Schedule appointments before and after your allotted face-to-face prospecting time.

Remember to develop your prospecting list, keeping in mind the best time for seeing applicants and visiting merchants or COIs.

If it's a visit to a COI/VIP businessman, don't expect him to be in the office before or after normal business hours and don't spend too much time if you are hitting him at the height of his busy day. Sometimes ask the

Is it used only by the infamous 'hip pocket' recruiter of days past?



Survey helps paper's two-way communication

The *Recruiter Journal* recently surveyed a percentage of its readership representing all job titles and units within USAREC. Required every two years, the survey is a tool to gain valuable feedback from our readers and help us move in a direction dictated by the desires and needs of our readership.

The responses to the multiple choice questions were tabulated by computer through the efforts of the Program Analysis and Evaluation Directorate. All surveys returned were screened for any suggestions and comments made in the block provided at the bottom of the questionnaire.

Generally, comments offered story ideas and constructive criticisms about content, format and general thrust of the paper. A sampling of those comments appears below. The *Recruiter Journal* thanks all who participated in the survey and would like to invite its readers to comment or offer suggestions at any time. An address and telephone number for the paper appear on page 2 each issue. As a tool for two-way communication between the command and the field, your comments and suggestions are invaluable. Thank you for your consideration.

A sampling of survey comments follows:

"Overall the *Journal* is doing a fine job. However, I would like to see more articles on topics such as success-stories of recruiters that have struggled and then improved to become leaders. Testimonials are very important. Also, more articles pertaining to the role of the station commander."

4th Brigade

"In order to make the *Recruiter Journal* better, you must first tell about some of the bad things, along with some of the good. And by doing this you can find a way to make the bad good and make the good better."

6th Brigade

"The SSG Parker article was excellent because it relates truthfully to real feelings and situations. Don't whitewash articles because it might reflect badly on the command. Good work. If you'll do this, I'll continue to read. It gives credence to what you—this command—have to say to me, the recruiter."

1st Brigade

"Seems to be an 'eye wash' magazine; nothing solid in content. A great deal of party line without substance. Reprint lessons out of *One Minute Manager* or other successful sales and trade magazines. Trite sums you up."

4th Brigade

"The *Journal* should be like a trade publication—that is, designed to give us full information for the purpose of improving the sales force."

1st Brigade

"Go back to the magazine format."

5th Brigade

"Sometimes the articles seem canned/pre-packaged. I realize the *Journal* should promote the positive image, but not at the expense of seeming unreal or evading certain issues."

5th Brigade

"Get me some administrative support so I'll have time to read the *Recruiter Journal*."

5th Brigade

"Continuously update the field with 'how to' information on utilizing TAIR and recruiting support command. Update the field with ideas on how to use basics and innovative approaches to recruiting. Forget the human interest stories not directly related to recruiting."

1st Brigade

"The money spent on the *Journal* and other publica-

tions could be better used for giveaways like calendars, key chains, pencils, etc."

4th Brigade

"Focus on company level achievements such as combined box accomplishments, quarter and yearly box. Too much attention at brigade, battalion, and recruiter level. Don't successful companies rate?"

4th Brigade

"Eliminate it; put the money into VHA."

1st Brigade

"Beetle Bailey. Assignments listing."

4th Brigade

"I feel the *Journal* is fine. Direct more stories to recruiting changes and how to help recruiters."

4th Brigade

"Ensure that HQ staff have facts accurate. As an infantryman for 10 years, I'm offended when the paper implies that GM4s are always infantry."

6th Brigade

"Would like to see the *Journal* go back to printing more stories from battalions. 'Field File' should be expanded."

5th Brigade

"Put something about everyday recruiting; most info is for super stars."

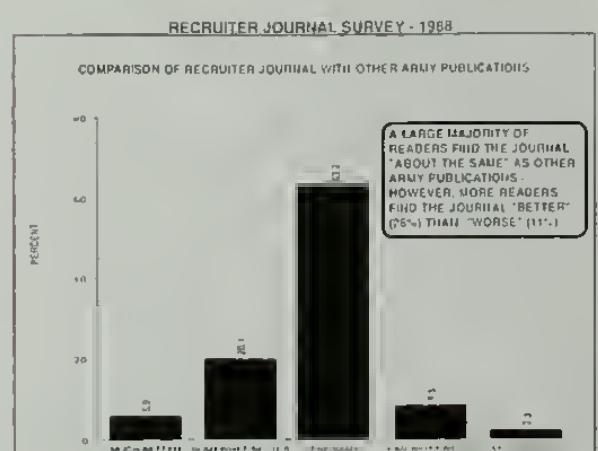
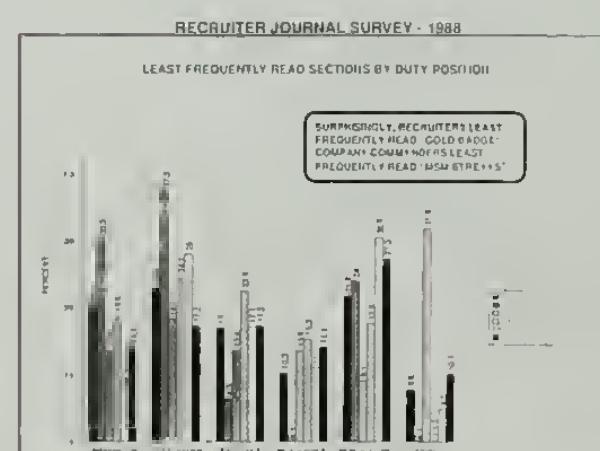
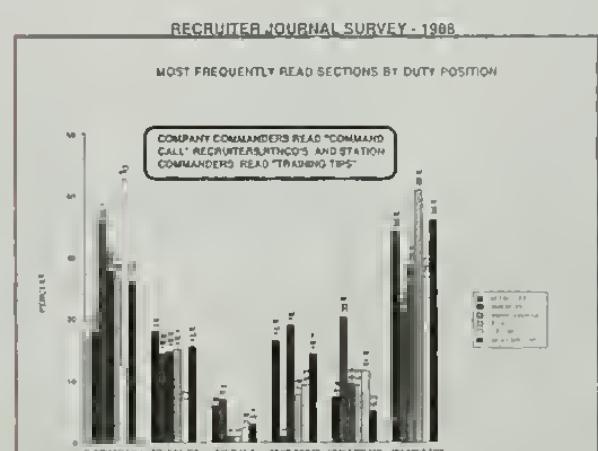
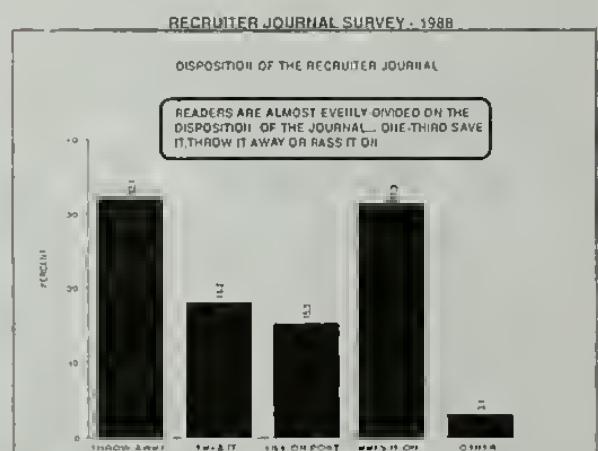
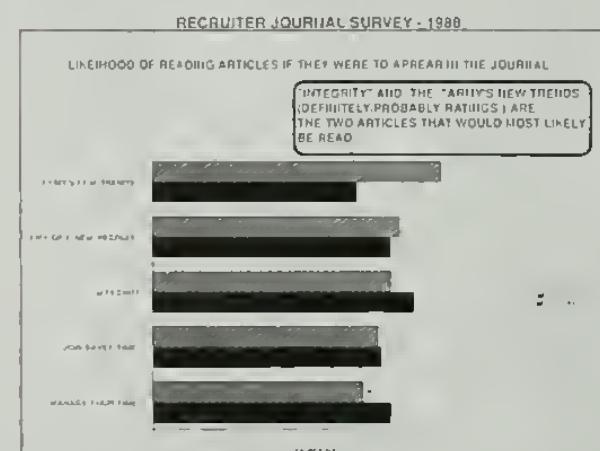
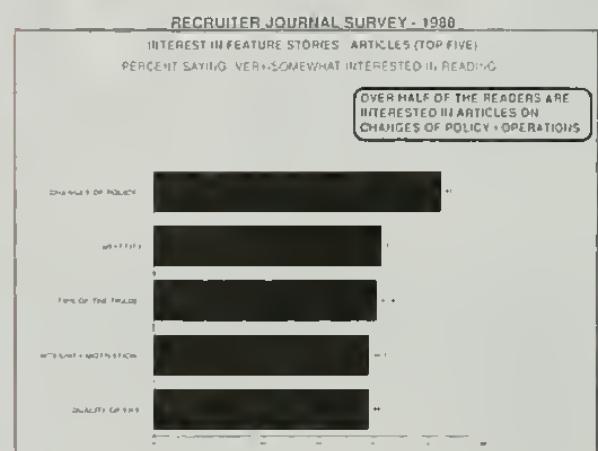
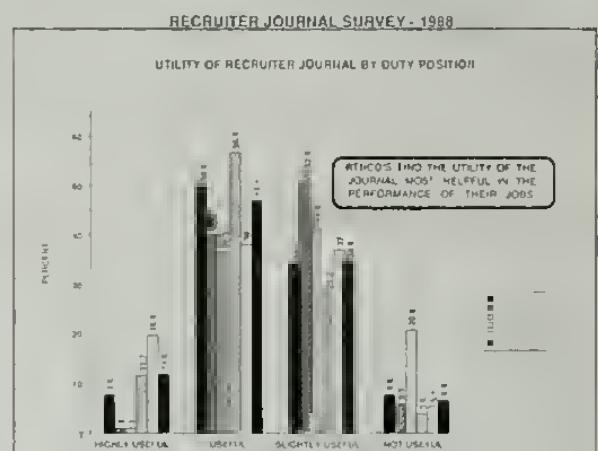
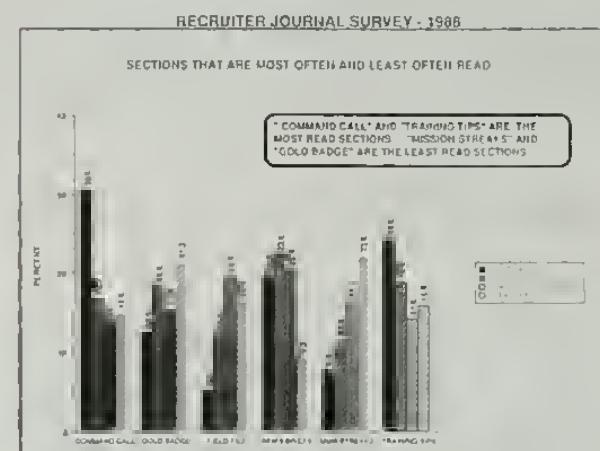
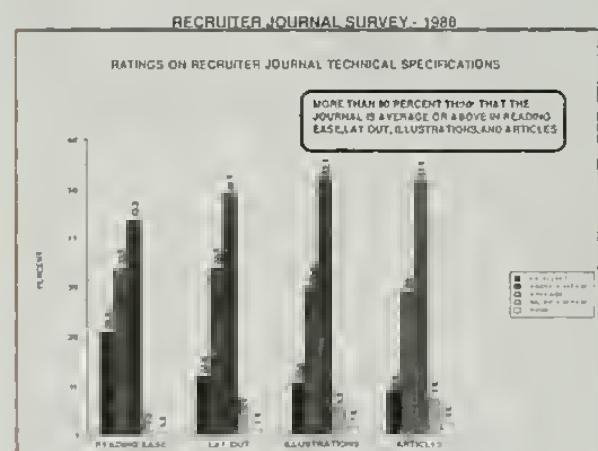
5th Brigade

"The *Recruiter Journal* as it is provides interesting information to Army recruiters and Army civilians. It needs only to be expanded with more pages. Very good layout and presentation of information. Interview Puerto Rican soldiers."

2nd Brigade

"More articles on prospecting from all areas on all categories from the field force; after all, without prospecting, we're nothing."

4th Brigade



Survey helps paper's two-way communication

The *Recruiter Journal* recently surveyed a percentage of its readership representing all job titles and units within USAREC. Required two years, the survey is a tool to gain valuable feed from our readers and help us move in a direction led by the desires and needs of our readership. The responses to the multiple choice questions were rated by computer through the efforts of the Program Analysis and Evaluation Directorate. All surveys returned were screened for any suggestions and comments made in the block provided at the bottom of the questionnaire. Generally, comments offered story ideas and constructive criticisms about content, format and general layout of the paper. A sampling of those comments appears below. The *Recruiter Journal* thanks all who participated in the survey and would like to invite its readers to comment or offer suggestions at any time. An address and phone number for the paper appear on page 2 each month. As a tool for two-way communication between the command and the field, your comments and suggestions are invaluable. Thank you for your consideration. A sampling of survey comments follows:

Overall the *Journal* is doing a fine job. However, I'd like to see more articles on topics such as success-stories of recruiters that have struggled and then improved to become leaders. Testimonials are very important. Also, more articles pertaining to the role of the station commander."

4th Brigade

In order to make the *Recruiter Journal* better, you must first tell about some of the bad things, along with some of the good. And by doing this you can find a way to make the bad good and make the good better."

6th Brigade

"The SSG Parker article was excellent because it relates truthfully to real feelings and situations. Don't whitewash articles because it might reflect badly on the command. Good work. If you'll do this, I'll continue to read. It gives credence to what you—this command—have to say to me, the recruiter."

1st Brigade

"Seems to be an 'eye wash' magazine; nothing solid in content. A great deal of party line without substance. Reprint lessons out of *One Minute Manager* or other successful sales and trade magazines. Trite sums you up."

4th Brigade

"The *Journal* should be like a trade publication—that is, designed to give us full information for the purpose of improving the sales force."

1st Brigade

"Go back to the magazine format."

5th Brigade

"Sometimes the articles seem canned/pre-packaged. I realize the *Journal* should promote the positive image, but not at the expense of seeming unreal or evading certain issues."

5th Brigade

"Get me some administrative support so I'll have time to read the *Recruiter Journal*."

5th Brigade

"Continuously update the field with 'how to' information on utilizing TAIR and recruiting support command. Update the field with ideas on how to use basics and innovative approaches to recruiting. Forget the human interest stories not directly related to recruiting."

1st Brigade

"The money spent on the *Journal* and other publica-

tions could be better used for giveaways like calendars, key chains, pencils, etc."

4th Brigade

"Focus on company level achievements such as combined box accomplishments, quarter and yearly box. Too much attention at brigade, battalion, and recruiter level. Don't successful companies rate?"

4th Brigade

"Eliminate it; put the money into VHA."

1st Brigade

"Beetle Bailey. Assignments listing."

4th Brigade

"I feel the *Journal* is fine. Direct more stories to recruiting changes and how to help recruiters."

4th Brigade

"Ensure that HQ staff have facts accurate. As an infantryman for 10 years, I'm offended when the paper implies that GM4s are always infantry."

6th Brigade

"Would like to see the *Journal* go back to printing more stories from battalions. 'Field File' should be expanded."

5th Brigade

"Put something about everyday recruiting; most info is for super stars."

5th Brigade

"The *Recruiter Journal* as it is provides interesting information to Army recruiters and Army civilians. It needs only to be expanded with more pages. Very good layout and presentation of information. Interview Puerto Rican soldiers."

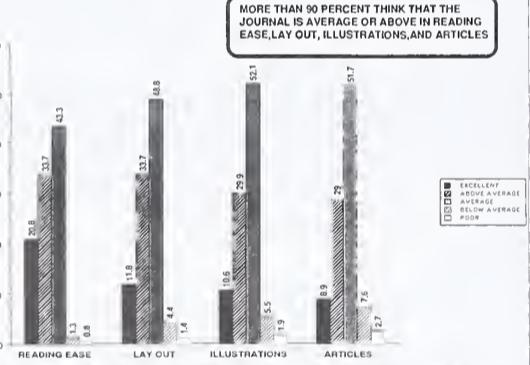
2nd Brigade

"More articles on prospecting from all areas on all categories from the field force; after all, without prospecting, we're nothing."

4th Brigade

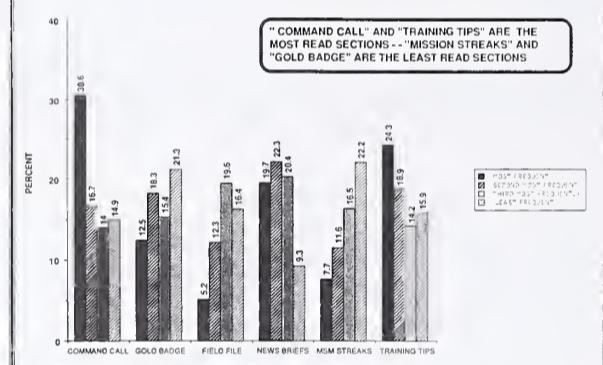
RECRUITER JOURNAL SURVEY - 1988

RATINGS ON RECRUITER JOURNAL TECHNICAL SPECIFICATIONS



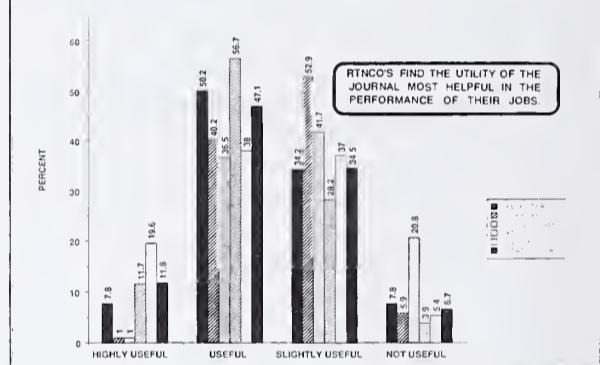
RECRUITER JOURNAL SURVEY - 1988

SECTIONS THAT ARE MOST OFTEN AND LEAST OFTEN READ



RECRUITER JOURNAL SURVEY - 1988

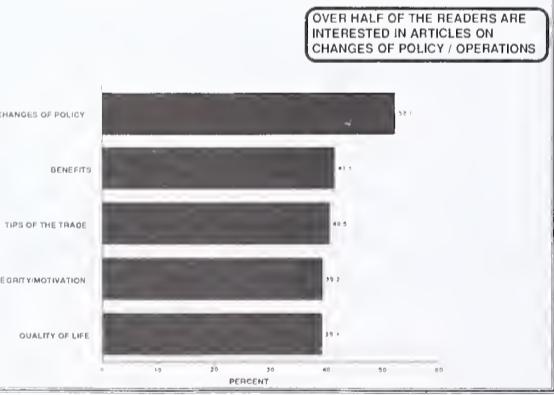
UTILITY OF RECRUITER JOURNAL BY DUTY POSITION



RECRUITER JOURNAL SURVEY - 1988

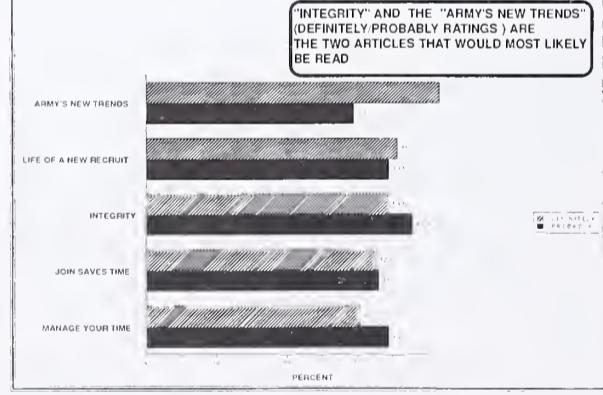
INTEREST IN FEATURE STORIES / ARTICLES (TOP FIVE)

PERCENT SAYING VERY/SOMEWHAT INTERESTED IN READING



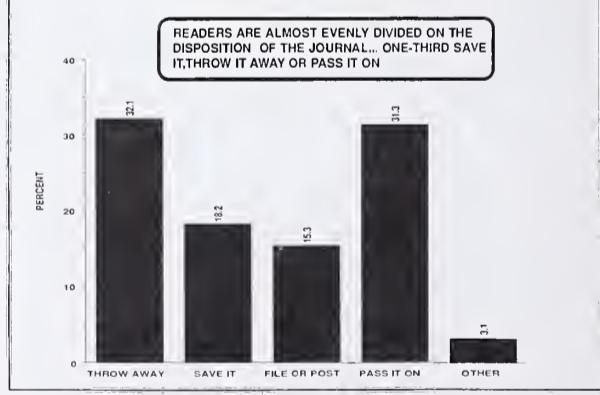
RECRUITER JOURNAL SURVEY - 1988

LIKELIHOOD OF READING ARTICLES IF THEY WERE TO APPEAR IN THE JOURNAL



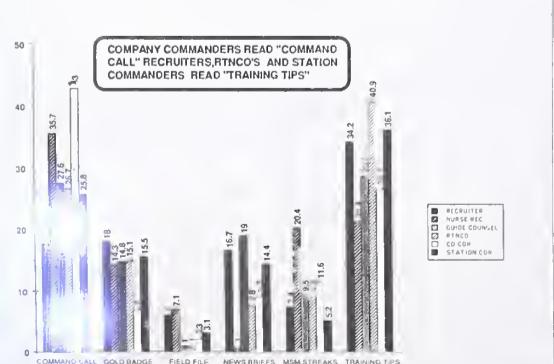
RECRUITER JOURNAL SURVEY - 1988

DISPOSITION OF THE RECRUITER JOURNAL



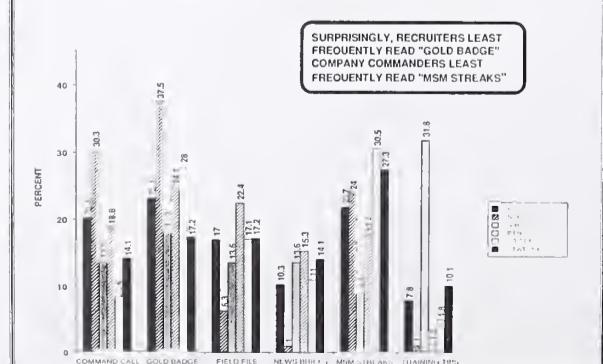
RECRUITER JOURNAL SURVEY - 1988

MOST FREQUENTLY READ SECTIONS BY DUTY POSITION



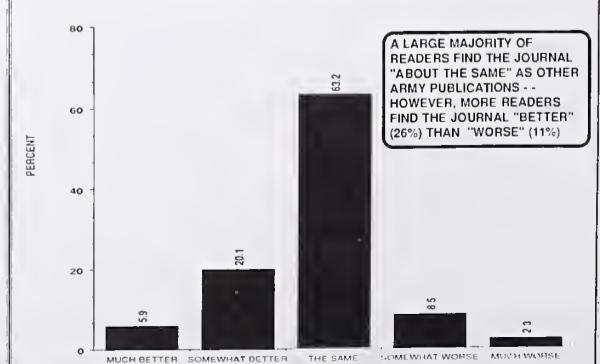
RECRUITER JOURNAL SURVEY - 1988

LEAST FREQUENTLY READ SECTIONS BY DUTY POSITION



RECRUITER JOURNAL SURVEY - 1988

COMPARISON OF RECRUITER JOURNAL WITH OTHER ARMY PUBLICATIONS



Nashville Runs Track Meet

A squad of Knoxville Company recruiters volunteered to help officiate at a 40-school track meet in Knoxville, Ky., recently.

After a short delay for bad weather, the 12-hour track meet began. Helping to make the meet a success were: SFC Timothy R. Rose, Knoxville Nurse Recruiting Station; SFC David F. Sprouse, Knoxville Company; SSG Gregory Lyle, Oak Ridge Station; SSG James Woods, Harriman Station, SGT Steve Bowlin, Knoxville West Station; SGT Danny G. Smith, Knoxville East Station; SGT Allan D. Kepner Jr., Maryville Station; and SGT William T. Latham, Oak Ridge Station.

Bowlin, chief organizer of the recruiting effort, said, "They appreciated having us. It will definitely help me with Farragut High School. I've already gotten the junior list from them and I had a lot of problems getting that in the past."

Courtesy Nashville A&PA

Field File

Becraft Answers Spouses

Why does my spouse work on weekends? Why is it tough to get time off? How can morale be improved?

Many Baltimore Battalion spouses asked these questions. LTC Mike Becraft, Baltimore commander, answered by creating the Spouses Advisory Council. Spouses representing each company meet quarterly with him to address quality of life issues.

During a recent meeting, Becraft and the spouses targeted six areas for discussion: Family Night, leave and passes, the battalion newspaper, morale, working on weekends and leading by example.

Family Night is a new policy Becraft implemented; recruiters have one night off each week to be with their families.

Spouses were encouraged to submit information on birthdays, promotion, births and other family issues to the A&PA to be included in the newsletter.

Becraft said, "The best way to improve morale is to get the job done. When recruiters have made their mission, their morale will be up. Also, ask yourselves, what can I do to help improve production?—what can we do to help each other? Remember, 85 percent of this business is based on positive mental attitude."

Courtesy Rita Rogers, Baltimore A&PA



The U.S. Army Field Artillery half section from Fort Sill, Okla., performs for the students at COL Zadok Magruder High School in Rockville, Md. (Photo by Rita Rogers)

Horse-drawn TAIR Event

The Army's last horse-drawn artillery unit brought a bit of military nostalgia to more than 300 students and faculty members at a Rockville, Md., high school recently.

The half section, outfitted with original World War I equipment furnished by the Field Artillery Museum, Fort Sill, Okla., entered the school grounds at a canter and gradually increased to a full gallop. Cannoneers, in replica uniforms and led by the gun corporal, fired a blank round in the cannon.

Rockville Station Commander SSG Howard Burks narrated the history of the half section during the ceremony.

Before artillery was mechanized, a field artillery section had a six-horse team hitched to a caisson which served as an ammunition carrier. Fort Sill's unit is called a half section because it includes only the gun team led by a section chief and guidon bearer who ride in front. The half section was in the Washington, D.C., area to participate in a presidential parade.

Courtesy Rita Rogers, Baltimore A&PA

A USAREC NCO

Jordan: 'An ideal recruiter'

Back when 1SG Darrel Jordan was just 17, growing up in Laurel, Miss., his daddy and two older brothers cajoled him into joining the Army. "Well, when your daddy 'breaks your plate and burns your bed' it's time to go," Jordan ribbed. "I just followed my two older brothers already in the Army, sort of like always."

Eighteen years later, that same sense of down-home rustic humor, which softens an otherwise junk-yard dog fierceness to make mission, has Hattiesburg Company humming. And it's doing so during what Jordan sees as "times that should be hard, but are actually easy." Hattiesburg Company, six stations that cover 16,400 miles of rural community, has made combined mission box every month now during the fiscal year.

Neither Jordan nor anyone else in Hattiesburg Company credits the first sergeant alone for making mission box—



1SG Darrel Jordan

"we're a team" bubbles up in every conversation—yet, his company commander and his station commanders credit him for "making it happen."

Hattiesburg Station Commander SFC Dennis McCaig, who's known Jordan about four years, said, "The first sergeant is mission-box oriented, no doubt about that. It's do it today, not tomorrow. 'Get out from under that mission, so we can recruit for next month,' he says. He'll keep you on your toes. He makes you want to do the job."

Jordan, according to his company commander, hasn't forgotten either his Mississippi roots or his recruiting roots. "He hasn't left recruiting to be the first sergeant; he's still out there closing tough sales. I do believe I've watched him put people in that even experienced recruiters might have lost. He knows this area, and he's super with COIs."

Impossible to catch in his office, except perhaps the last day of the month, Jordan is out visiting his stations every day. "Station commanders are important cogs in the wheel, but Jordan is pivotal. He brings the station commanders together as a team. He's out there, but he doesn't micro-manage. He's a troubleshooter. I've watched him change a mind, close a sale and get an applicant to raise his right hand. I've watched and I've thought, 'That's an ideal recruiter. That's what a recruiter can hope to be someday if he stays at it long enough and refines his skills,'" said CPT Clarence Dameron.

"He closes a sale very quickly. It's a technique that's hard to describe. He's the best recruiter I've ever seen. That's how you put people in the Army—prospect, persuade and join them," Dameron said.

McCaig describes his first sergeant's technique as "smooth." "He whips out that father image on a prospect and before you know it, that applicant is on the first sergeant's wavelength. It's not overpowering, but he is dynamic."

Ready to roll up his sleeves and dig right into the "mess of prospects," claimed by Hattiesburg Company, Jordan knows his territory and continues to reclaim it each time he returns to his southern homestead. "I've been down here off and on about seven years. I first recruited in my hometown of Laurel and spent a couple of years as a recruiter and company RT with Hattiesburg before coming here this time," Jordan chronicled.

A former mortarman, Jordan volunteered for recruiting in 1979. "I went in front of a selection board while I was

over there in Germany. I never had experience selling, but I do like to talk to people. And when they asked to list my three choices for assignment, I put Jackson, Miss., down all three times. Sure enough, they sent me here."

Jordan admits to "living in the recruiting stations," explains that he's there to help inexperienced recruiters. "I watch; I give some pointers. I visit three stations each week. They're used to me being around and don't mind calling to get advice. We've got to put them in good hands," he said.

His advice is simple. According to Jordan, recruiters' worst mistake is not being themselves. "I've seen new recruiters scared of the applicants. The recruiter isn't himself and the whole thing doesn't work. Recruiters have been in the Army a few years, so all they have to do is tell their own story—tell it like it was for them. And they are so worried about what they're going to say, they don't listen to the applicant. They miss it when the applicant shares his dominant buying motive," he said. "Be yourself and you'll make mission."

Though unabashedly a "country boy," Jordan took his dogmatic "make mission" philosophy to Detroit and applied it on his last assignment and found "being yourself" works when being yourself means being peculiar. "It's a whole different world up there. I'm a country boy and it didn't take long to figure out what they wanted, we were ready to give it to them. They make a whole lot more money up North and they're not real impressed with a uniform, so we dug out some other motives and we put 'em in boots," Jordan said.

Now back down South, Jordan isn't all optimist and acknowledges possible tougher times ahead for a successful company. "We're losing some of our experience as NCOs who've been here a number of years and move on to better things. We've got a couple of station commanders and they're going to need some time to learn. I think it takes a year to 15 months to learn a station commander's job after having been a recruiter," the first sergeant said. "But we're all a team here—that's why we're successful. Soldiers here can ask what does the company need to make mission. If a couple of stations make mission, we've done not bad. It's the company mission these NCOs work toward."

"Prospecting is the key," according to Jordan. "Recruiters, 'If you throw enough stuff against the wall, something's bound to stick.' Nine out of ten times

'I do believe I've watched him put people in that even experienced recruiters might have lost'

recruiter isn't making mission, he's not prospecting enough. That's telephone and face-to-face."

Jordan manages to care about his soldiers as he cares about their mission. That combination has produced a company that makes mission with its integrity intact.

"I sit my TTE recruiters down and I tell them, 'You risk your stripes to make mission, it's not worth it. You worked hard and long for those stripes and no one behind-the-ears 17-year-old is worth losing them. You don't have an integrity problem. But we do get a considerable number of juvenile DUIs down here that we're investigating before we enlist them,'" he added.

Jordan, who takes his recruiting career "one day at a time" may call himself a simple "country-boy turned recruiter," but he is also a USAREC NCO.

Barbara Sorensen, Editor

Nashville Runs Track Meet

A squad of Knoxville Company recruiters volunteered to help officiate at a 40-school track meet in Knoxville, Ky., recently.

After a short delay for bad weather, the 12-hour track meet began. Helping to make the meet a success were: SFC Timothy R. Rose, Knoxville Nurse Recruiting Station; SFC David F. Sprouse, Knoxville Company; SSG Gregory Lyle, Oak Ridge Station; SSG James Woods, Harriman Station, SGT Steve Bowlin, Knoxville West Station; SGT Danny G. Smith, Knoxville East Station; SGT Allan D. Kepner Jr., Maryville Station; and SGT William T. Latham, Oak Ridge Station.

Bowlin, chief organizer of the recruiting effort, said, "They appreciated having us. It will definitely help me with Farragut High School. I've already gotten the junior list from them and I had a lot of problems getting that in the past."

Courtesy Nashville A&PA

Field File

Becraft Answers Spouses

Why does my spouse work on weekends? Why is it tough to get time off? How can morale be improved?

Many Baltimore Battalion spouses asked these questions. LTC Mike Becraft, Baltimore commander, answered by creating the Spouses Advisory Council. Spouses representing each company meet quarterly with him to address quality of life issues.

During a recent meeting, Becraft and the spouses targeted six areas for discussion: Family Night, leave and passes, the battalion newspaper, morale, working on weekends and leading by example.

Family Night is a new policy Becraft implemented; recruiters have one night off each week to be with their families.

Spouses were encouraged to submit information on birthdays, promotion, births and other family issues to the A&PA to be included in the newsletter.

Becraft said, "The best way to improve morale is to get the job done. When recruiters have made their mission, their morale will be up. Also, ask yourselves, what can I do to help improve production?—what can we do to help each other? Remember, 85 percent of this business is based on positive mental attitude."

Courtesy Rita Rogers, Baltimore A&PA



The U.S. Army Field Artillery half section from Fort Sill, Okla., performs for the students at COL Zadok Magruder High School in Rockville, Md. (Photo by Rita Rogers)

Horse-drawn TAIR Event

The Army's last horse-drawn artillery unit brought a bit of military nostalgia to more than 300 students and faculty members at a Rockville, Md., high school recently.

The half section, outfitted with original World War I equipment furnished by the Field Artillery Museum, Fort Sill, Okla., entered the school grounds at a canter and gradually increased to a full gallop. Cannoneers, in replica uniforms and led by the gun corporal, fired a blank round in the cannon.

Rockville Station Commander SSG Howard Burks narrated the history of the half section during the ceremony.

Before artillery was mechanized, a field artillery section had a six-horse team hitched to a caisson which served as an ammunition carrier. Fort Sill's unit is called a half section because it includes only the gun team led by a section chief and guidon bearer who ride in front. The half section was in the Washington, D.C., area to participate in a presidential parade.

Courtesy Rita Rogers, Baltimore A&PA

A USAREC NCO

Jordan: 'An ideal recruiter'

Back when ISG Darrel Jordan was just 17, growing up in Laurel, Miss., his daddy and two older brothers cajoled him into joining the Army. "Well, when your daddy 'breaks your plate and burns your bed' it's time to go," Jordan ribbed. "I just followed my two older brothers already in the Army, sort of like always."

Eighteen years later, that same sense of down-home rustic humor, which softens an otherwise junk-yard dog fierceness to make mission, has Hattiesburg Company humming. And it's doing so during what Jordan sees as "times that should be hard, but are actually easy." Hattiesburg Company, six stations that cover 16,400 miles of rural community, has made combined mission box every month now during the fiscal year.

Neither Jordan nor anyone else in Hattiesburg Company credits the first sergeant alone for making mission box—



ISG Darrel Jordan

"we're a team" bubbles up in every conversation—yet, his company commander and his station commanders credit him for "making it happen."

Hattiesburg Station Commander SFC Dennis McCaig, who's known Jordan about four years, said, "The first sergeant is mission-box oriented, no doubt about that. It's do it today, not tomorrow. 'Get out from under that mission, so we can recruit for next month,' he says. He'll keep you on your toes. He makes you want to do the job."

Jordan, according to his company commander, hasn't forgotten either his Mississippi roots or his recruiting roots. "He hasn't left recruiting to be the first sergeant; he's still out there closing tough sales. I do believe I've watched him put people in that even experienced recruiters might have lost. He knows this area, and he's super with COIs."

Impossible to catch in his office, except perhaps the last day of the month. Jordan is out visiting his stations every day. "Station commanders are important cogs in the wheel, but Jordan is pivotal. He brings the station commanders together as a team. He's out there, but he doesn't micro-manage. He's a troubleshooter. I've watched him change a mind, close a sale and get an applicant to raise his right hand. I've watched and I've thought, 'That's an ideal recruiter. That's what a recruiter can hope to be someday if he stays at it long enough and refines his skills,'" said CPT Clarence Dameron.

"He closes a sale very quickly. It's a technique that's hard to describe. He's the best recruiter I've ever seen. That's how you put people in the Army—prospect, persuade and join them," Dameron said.

McCaig describes his first sergeant's technique as "smooth." "He whips out that father image on a prospect and before you know it, that applicant is on the first sergeant's wavelength. It's not overpowering, but he is dynamic."

Ready to roll up his sleeves and dig right into the "mess of prospects," claimed by Hattiesburg Company. Jordan knows his territory and continues to reclaim it each time he returns to his southern homesite. "I've been down here off and on about seven years. I first recruited in my hometown of Laurel and spent a couple of years as a recruiter and company RT with Hattiesburg before coming here this time," Jordan chronicled.

A former mortarman, Jordan volunteered for recruiting in 1979. "I went in front of a selection board while I was

over there in Germany. I never had experience selling, but I do like to talk to people. And when they asked me to list my three choices for assignment, I put Jackson, Miss., down all three times. Sure enough, they sent me here."

Jordan admits to "living in the recruiting stations," but explains that he's there to help inexperienced recruiters. "I watch; I give some pointers. I visit three stations every week. They're used to me being around and don't mind calling to get advice. We've got to put them in boots," he said.

His advice is simple. According to Jordan, new recruiters' worst mistake is not being themselves. "I've seen new recruiters scared of the applicants. The recruiter isn't himself and the whole thing doesn't work. Recruiters have been in the Army a few years, so all they have to do is tell their own story—tell it like it was for them. Also, they are so worried about what they're going to say next they don't listen to the applicant. They miss it when the applicant shares his dominant buying motive," he said. "Be yourself and you'll make mission."

Though unabashedly a "country boy," Jordan took his dogmatic "make mission" philosophy to Detroit Metro on his last assignment and found "being yourself" even works when being yourself means being peculiar. "It's a whole different world up there. I'm a country boy, but it didn't take long to figure out what they wanted, and we were ready to give it to them. They make a whole lot more money up North and they're not real impressed with a uniform, so we dug out some other motives and we put 'em in boots," Jordan said.

Now back down South, Jordan isn't all optimist as he acknowledges possible tougher times ahead for the successful company. "We're losing some of our experience as NCOs who've been here a number of years move on to better things. We've got a couple of new station commanders and they're going to need some time to learn. I think it takes a year to 15 months to learn the station commander's job after having been a field recruiter," the first sergeant said. "But we're all a team here—that's why we're successful. Soldiers here call and ask what does the company need to make mission. If only a couple of stations make mission, we've done nothing. It's the company mission these NCOs work toward."

"Prospecting is the key," according to Jordan. "I tell recruiters, 'If you throw enough stuff against the wall, something's bound to stick.' Nine out of ten times, if a

'I do believe I've watched him put people in that even experienced recruiters might have lost'

recruiter isn't making mission, he's not prospecting enough. That's telephone and face-to-face."

Jordan manages to care about his soldiers as he cares about their mission. That combination has produced a company that makes mission with its integrity intact.

"I sit my TTE recruiters down and I tell them, 'If it's risk your stripes to make mission, it's not worth it. You've worked hard and long for those stripes and no wet-behind-the-ears 17-year-old is worth losing them.' We don't have an integrity problem. But we do get a considerable number of juvenile DUIs down here that need investigating before we enlist them," he added.

Jordan, who takes his recruiting career "one day at a time" may call himself a simple "country-boy 'grunt' turned recruiter," but he is also a USAREC NCO. ■

Barbara Sorensen, Editor

This is the first in a series of essays, by Arnold G. Fisch Jr., USA Center of Military History, on the evolution and development of the NCO Corps since 1775. The U.S. Army NCO Corps can trace its beginnings back to the very origins of the nation and the Army formed to protect the new republic. Today's NCO is a professional, volunteer soldier with clearly recognized duties and responsibilities. This was not always the case. Beginning with the American Revolution, the NCO Corps gradually emerged as a separate group within the ranks. During successive wars, advances in technology and changes in tactics expanded NCO tasks and responsibilities.

NCO History

Compared to European nations of two hundred years ago, colonial American society was relatively simple and fluid. Class lines were neither as numerous nor as rigidly drawn. The creation of the American Army reflected these social realities.

Old World military tactics and the social gap between officers and NCOs combined to place very strict limitations on the non-commissioned officer. There was no real independence of action on the battlefield; NCOs merely browbeat the soldiers to stand fast in line despite horrific casualties.

In America, colonists brought with them a militia tradition—every free, able-bodied adult male was expected to own arms and to belong to the local militia.

NCOs were pivotal in the militia structure as whole towns formed a single company. Local militia divided into squads, each with its own NCO. Jamestown had organized as squads as early as 1609. Small units worked best against Indian hit-and-run tactics and in the heavily wooded country around the settlements, where larger units would have no chance of chasing and catching raiders.

Unlike European NCOs, colonial NCOs had far more opportunity in these circumstances to exercise initiative. Militia units, led by NCOs, would band together for a specific campaign, but there was not a permanent standing army.

The four New England colonies, in 1775, raised separate armies in the immediate aftermath of the skirmishing at Lexington and Concord. The Continental Congress then assumed responsibility for the War of Independence by adopting these troops, and the Continental Army expanded into a force of 110 regiments over the next two years.

American experiences in the French and Indian War helped refine the colonial units' table of organization which had earlier reflected the settlers' European roots. By 1775 a typical regiment had a regimental staff and eight companies. A typical infantry company consisted of ninety members. Companies were divided into four squads—a sergeant, a corporal and 19 privates.

Prussian volunteer, Baron Frederick William von Steuben, in 1778, established the tradition that the NCO was very much the company commander's man. The company commander would select his own NCOs, subject to the battalion or regimental commander's approval. Unfortunately, this close connection with the parent unit was one of the factors hindering NCO professional development. Unlike the commissioned officer, until World War II the NCO was locked for his entire career into one regiment.

Steuben's *Regulation for the Order and Discipline of the Troops of the United States*, written at George Washington's direction, introduced a new battlefield emphasis on the NCO's role. This enhanced the NCO's status and further distinguished the American NCO from his British counterpart.

Because both American and European armies fought standing in lines facing the enemy, the NCO had to keep the long ranks steady to maintain fire discipline. Volley fire was the rule on the battlefield, because the early muskets were so inaccurate. But the Americans' muskets (made in France) were more accurate and emphasis on aiming, rather than merely pointing, the musket made the American infantryman unique in the warfare of the day.

Under Steuben's system, NCOs were trained in leadership skills. Staff NCOs supported staff officers, and line NCOs backed up—and could take over for—line officers in combat. NCOs became essential figures in the linear tactics that survived the Civil War.

News Briefs

Appointment to CSM

Two USAREC NCOs were selected by the Command Sergeant Major Selection Board to be appointed to command sergeant major. SGM Eulas Sargent, Seattle Recruiting Battalion, and MSG (P) Thomas Ward, Personnel Directorate, USAREC, were among those selected Armywide.

Weight Allowance Increased

DoD has increased the maximum household goods transportation weight allowances for soldiers. Soldiers whose effective date of orders is after June 30, 1989, will use the increased allowance tables, according to Howard Roberts, RML, USAREC.

To meet the June 30, 1989, effective date criteria, at least one segment (pack, pick up, drayage, storage or delivery) of the household goods transportation must occur after June 30, 1989. For multiple shipments, only one of the shipments need occur after June 30, 1989.

Consult your servicing Installation Transportation Office for additional information concerning the new entitlement.

New Household Goods Weight Limits

Grade	Old	New Without Dependents	New With Dependents
O-6 to O-10	13,500	18,000	18,000
O-5	13,000	16,000	17,500
O-4, W-4	12,000	14,000	17,000
O-3, W-3	11,000	13,000	14,500
O-2, W-2	10,000	12,500	13,500
O-1, W-1	9,500	10,000	12,000
E-9	9,500	12,000	14,500
E-8	9,000	11,000	13,500
E-7	8,500	10,500	12,500
E-6	8,000	8,000	11,000
E-5	7,000	7,000	9,000
E-4 over 2	7,000	7,000	8,000
E-4 under 2	1,500	3,500	7,000
E-3	1,500	2,000	5,000
E-2	1,500	1,500	5,000
E-1	1,500	1,500	5,000

Dental Plan Needs DEERS

To get claims paid under the uniformed services' Active Duty Dependents Dental Plan, active-duty family members must be enrolled in DEERS.

The dental plan, not part of CHAMPUS, is available only to eligible family members of active-duty soldiers. To enroll in the dental plan, the active-duty sponsor must complete the appropriate forms at his or her military personnel office. After enrolling, a monthly premium will be withheld from the sponsor's pay.

Information on all persons eligible for the dental plan who are listed in DEERS is given to the contractor that administers the Active Duty Dependents Dental Plan. The contractor uses this information to determine eligibility for claims payment.

Memorial Day Message

President George Bush encourages citizens of the United States, on Memorial Day, to "reflect upon the courage and selflessness of the men and women who have given their lives in defense of our nation."

The president stated, "These heroes paid the ultimate price to ensure that their fellow Americans could continue to live in 'freedom's holy light.' We owe them our eternal gratitude."

"As commander in chief, I proudly salute the past and present members of our Armed Forces who have so faithfully defended freedom—the only sure foundation for peace—around the world," he said.

American Forces Information Service



FLARE

If the dependents of an active-duty service member are not listed in DEERS, their claims will be denied. Until they are signed up with DEERS, family members not enrolled in DEERS can't get claims paid under the DDP.

For additional information about DEERS enrollment, you may contact the DEERS Telephone Center, from 6 a.m. to 3:30 p.m. PST, weekdays at the following toll-free numbers:

1-800-334-4162 (California only)
1-800-527-5602 (Alaska and Hawaii only)
1-800-538-9552 (all other states)

Play It Again, Sam

Must it be repeated, the vacation-time warning against drinking and driving? Apparently, as long as myths about "sobering up before hitting the road" still abound.

Myth: I can sober up by sweating out the alcohol in hot weather.

Fact: Only about 1 percent of the alcohol you drink leaves the body in sweat.

Myth: After years of drinking, I'm used to alcohol and won't become drunk.

Fact: Your brain (through learning) and your body (through tolerance) can adapt to alcohol consumption so that it appears you are functioning normally. However, your fine motor control and precise judgment needed in driving are always impaired whether you realize it or not.

Myth: I'm OK because I know my limit.

Fact: Because your brain and body learn to adapt to alcohol by showing less effect, you can easily drink more than your limit without realizing it—especially since the organ that tells you you're drunk—your brain—is the organ first affected.

Myth: I can drink more because I'm a big guy and still not get drunk.

Fact: It's true that body size does make a difference and a small person, drink for drink, will become more intoxicated than a large person. But remember, the heaviest person can still get drunk if he consumes enough alcohol and . . . fat doesn't count.

Chaplain Contact Numbers

Recruiters who have questions about recruiting for chaplain positions, the following telephone numbers may be helpful:

1A
Staff Chaplain, First USA, Fort Meade, Md
Autovon: 923-6071/6072

Commercial (301) 677-6071/6072 (Collect, no toll free)

2A
Staff Chaplain, Second USA, Fort Gilliam, Ga.
Autovon: 797-3297/3299
Commercial: (404) 362-3297/98/99
Toll Free: 800-241-9684 ext. 3301/3297

4A
Staff Chaplain, Fourth USA, Fort Sheridan, Ill.
Autovon: 459-5443/5452/5453
Commercial: (312) 926-5443/5352
Toll Free: 800-458-9485

5A
Staff Chaplain: Fifth USA, Fort Sam Houston, Texas
Autovon: 471-3211/5226/4155
Commercial: (512) 221-3211/5226/4155
Toll Free: (In Texas) 800-292-5867 ext. 4155
(Out of Texas) 800-531-1114 ext. 4155

6A
Staff Chaplain: Sixth USA, Presidio of San Francisco
Autovon: 586-3442/3034
Commercial: (415) 561-3442/3034 (Collect, no toll free)



FLARE

UNIVERSITY OF FLORIDA

3 1262 09681 9353

News Briefs

Appointment to CSM

Two USAREC NCOs were selected by the Command Sergeant Major Selection Board to be appointed to command sergeant major. SGM Eulas Sargent, Seattle Recruiting Battalion, and MSG (P) Thomas Ward, Personnel Directorate, USAREC, were among those selected Armywide.

Weight Allowance Increased

DoD has increased the maximum household goods transportation weight allowances for soldiers. Soldiers whose effective date of orders is after June 30, 1989, will use the increased allowance tables, according to Howard Roberts, RML, USAREC.

To meet the June 30, 1989, effective date criteria, at least one segment (pack, pick up, drayage, storage or delivery) of the household goods transportation must occur after June 30, 1989. For multiple shipments, only one of the shipments need occur after June 30, 1989.

Consult your servicing Installation Transportation Office for additional information concerning the new entitlement.

New Household Goods Weight Limits

Grade	Old	New Without Dependents	New With Dependents
O-6 to O-10	13,500	18,000	18,000
O-5	13,000	16,000	17,500
O-4, W-4	12,000	14,000	17,000
O-3, W-3	11,000	13,000	14,500
O-2, W-2	10,000	12,500	13,500
O-1, W-1	9,500	10,000	12,000
E-9	9,500	12,000	14,500
E-8	9,000	11,000	13,500
E-7	8,500	10,500	12,500
E-6	8,000	8,000	11,000
E-5	7,000	7,000	9,000
E-4 over 2	7,000	7,000	8,000
E-4 under 2	1,500	3,500	7,000
E-3	1,500	2,000	5,000
E-2	1,500	1,500	5,000
E-1	1,500	1,500	5,000

Dental Plan Needs DEERS

To get claims paid under the uniformed services' Active Duty Dependents Dental Plan, active-duty family members must be enrolled in DEERS.

The dental plan, not part of CHAMPUS, is available only to eligible family members of active-duty soldiers. To enroll in the dental plan, the active-duty sponsor must complete the appropriate forms at his or her military personnel office. After enrolling, a monthly premium will be withheld from the sponsor's pay.

Information on all persons eligible for the dental plan who are listed in DEERS is given to the contractor that administers the Active Duty Dependents Dental Plan. The contractor uses this information to determine eligibility for claims payment.

Memorial Day Message

President George Bush encourages citizens of the United States, on Memorial Day, to "reflect upon the courage and selflessness of the men and women who have given their lives in defense of our nation."

The president stated, "These heroes paid the ultimate price to ensure that their fellow Americans could continue to live in 'freedom's holy light.' We owe them our eternal gratitude."

"As commander in chief, I proudly salute the past and present members of our Armed Forces who have so faithfully defended freedom—the only sure foundation for peace—around the world," he said.

American Forces Information Service

If the dependents of an active-duty service member are not listed in DEERS, their claims will be denied. Until they are signed up with DEERS, family members not enrolled in DEERS can't get claims paid under the DDP.

For additional information about DEERS enrollment, you may contact the DEERS Telephone Center, from 6 a.m. to 3:30 p.m. PST, weekdays at the following toll-free numbers:

1-800-334-4162 (California only)
1-800-527-5602 (Alaska and Hawaii only)
1-800-538-9552 (all other states)

Play It Again, Sam

Must it be repeated, the vacation-time warning against drinking and driving? Apparently, as long as myths about "sobering up before hitting the road" still abound.

Myth: I can sober up by sweating out the alcohol in hot weather.

Fact: Only about 1 percent of the alcohol you drink leaves the body in sweat.

Myth: After years of drinking, I'm used to alcohol and won't become drunk.

Fact: Your brain (through learning) and your body (through tolerance) can adapt to alcohol consumption so that it appears you are functioning normally. However, your fine motor control and precise judgment needed in driving are always impaired whether you realize it or not.

Myth: I'm OK because I know my limit.

Fact: Because your brain and body learn to adapt to alcohol by showing less effect, you can easily drink more than your limit without realizing it—especially since the organ that tells you you're drunk—your brain—is the organ first affected.

Myth: I can drink more because I'm a big guy and still not get drunk.

Fact: It's true that body size does make a difference and a small person, drink for drink, will become more intoxicated than a large person. But remember, the heaviest person can still get drunk if he consumes enough alcohol and . . . fat doesn't count.

Chaplain Contact Numbers

Recruiters who have questions about recruiting for chaplain positions, the following telephone numbers may be helpful:

1A
Staff Chaplain, First USA, Fort Meade, Md
Autovon: 923-6071/6072
Commercial: (301) 677-6071/6072 (Collect, no toll free)

2A
Staff Chaplain, Second USA, Fort Gilliam, Ga.
Autovon: 797-3297/3299
Commercial: (404) 362-3297/98/99
Toll Free: 800-241-9684 ext. 3301/3297

4A
Staff Chaplain, Fourth USA, Fort Sheridan, Ill.
Autovon: 459-5443/5452/5453
Commercial: (312) 926-5443/5352
Toll Free: 800-458-9485

5A
Staff Chaplain: Fifth USA, Fort Sam Houston, Texas
Autovon: 471-3211/5226/4155
Commercial: (512) 221-3211/5226/4155
Toll Free: (In Texas) 800-292-5867 ext. 4155
(Out of Texas) 800-531-1114 ext. 4155

6A
Staff Chaplain: Sixth USA, Presidio of San Francisco
Autovon: 586-3442/3034
Commercial: (415) 561-3442/3034 (Collect, no toll free)

